EVALUATION OF
PARKS WEST PRINT SYSTEM

A PILOT PROJECT

FINAL REPORT

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December, 1984

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EXECUTIVE SUMMARY

Study Purpose

This evaluation was commissioned by the Prairie regional office of Parks Canada to investigate, analyze, and report on the effectiveness of the Parks West Pilot Project and offer recommendations as to possible improvements, changes or additions, and future disposition of the project.

The Parks West Project

The Parks West Print System consists of a large, glossy guide describing all national parks and historic sites in the four western provinces and the territories; provincial books containing the same materials for each province and territory; provincial folders; individual park/site sheets; and information sheets concerning topics such as bears and hypothermia. The project concept was developed in 1981 with preparation, production, and printing occurring in 1982. During 1983 and 1984 the materials have been distributed by all parks/sites and offices of the Prairie and Western regions, the provincial and territorial government tourism departments, and Tourism Canada. The external cost for preparing, producing, and printing the Parks West materials was $557,189, funded by the national office. These costs do not include staff time or resources.

Study Activities

The evaluation was carried out from mid-September through December, 1984. The activities included:

- interviews with Parks Canada staff at the national headquarters, Prairie region, and Western region;
- personal and telephone interviews with 13 representatives from the provincial/territorial

governments and seven people from the tourism industry in the four western provinces, the Yukon, and the NWT;

- an assessment of the publications by six established experts in a field of marketing and advertising;

- a mail-out survey to 31 Tourism Canada outlets in the United States and abroad that received Parks West materials for distribution;

- a mail-out survey to 300 individuals who had received, through the mail, Parks West materials from the Prairie regional office;

- extensive telephone interviews with 24 Parks Canada staff representing every park/site in the Western and Prairie regions;

- review of Parks Canada files pertaining to project objectives, chronology, distribution, and costs and Tourism Canada distribution files.

Study Findings

Parks West is a high quality production with limited effectiveness as a promotional or lure piece due to problems in the cost, distribution, and design of the project. These difficulties can be attributed to three main factors:

- although the project was to be a national and international marketing effort, it was initiated and implemented solely by the Prairie region without the administrative or functional support necessary for a project of such wide scope;

- the project was external to a regional or national marketing strategy and therefore it was not totally complementary to the objectives and materials already in production;

- this was a pilot project without the flexibility and evaluation structures necessary to carry out a successful experiment.

The potential market impact for these materials is limited by the lack of a set strategy which would determine the design direction. No consumer studies were carried out to determine the target consumer, their needs, their desires in terms of information, the best methods for reaching that consumer and the overall cost. This deficiency has resulted in a product with incompatible objectives: it attempts to be both a lure piece and an information piece. Although the concept of a national guide to parks in Canada from which provincial and park specific materials can be developed is very good and although the overall quality of the publication is excellent, the design is not very functional.

The cost overrun for this project was approximately $135,000 which may not be significant for an experimental project of this nature. However, the unit costs for printing were considerably higher than estimated because insufficient budget was allocated to allow for printing the high volumes on which the estimate was based. The Parks West materials are more expensive than other lure pieces because the product is of a higher quality and the quantities printed are relatively low.

The Parks West publications have been distributed to the Western regional office, the Prairie regional office, all parks/sites in the Western and Prairie regions, the four western provinces and the territories and Tourism Canada outlets in the Western provinces and abroad. There has been no distribution to central or eastern Canada. Since no

adminstrative structures were put in place to control and monitor the distribution, there are no central records describing the quantities distributed and the type of recipient. Furthermore, the materials are being distributed by provincial tourism information centres and by the national parks as an information piece, a function for which they were not designed. Unfortunately, the focus of the project has been on developing the product with relatively little effort paid to its distribution, use, and impacts.

A major objective of the Parks West project was to redistribute and increase Canadian and foreign visitations to the Western and Prairie parks. Overall, there is insufficient data to do a thorough evaluation of this objective. Although distribution of the materials began in 1983, most foreign Tourism Canada outlets are only now receiving the publications in significant quantities. Therefore, the Parks West materials cannot be expected to have any noticeable effect on the foreign market until 1985. Our preliminary conclusion is that the Parks West materials have the potential to attract foreign visitors to Canada's national parks and, to a lesser extent, will also encourage Canadians to make more use of the parks. However, the materials will have a limited value for increasing visitations to the lesser used parks.

Study Recommendations

Recommendation #1: Future Direction of the Project.

It is recommeded that the Parks West publications not be revised or expanded to a national project until a national marketing strategy is developed with specific components for each parks region.

This recommendation has two major implications:

. The existing materials should be distributed during the

next year, before they become out of date. None of the materials should be reprinted, with the exception of some park sheets. These should be reprinted, with corrections if needed, for those parks or sites specifically requesting them. Recommendation #2 discusses distribution of the existing stock in more detail.

- If Parks Canada is going to fund promotional materials, it must first have a marketing strategy to identify the media and materials that are required. It is not possible for one region to embark on a successful national and international promotional project external to a national marketing strategy. Recommendation #3 concerns the development of a marketing strategy.

This recommendation is based on concerns regarding the mixed objectives for the project; the product design; the administration structure for distribution and project evaluation; mixed support at the field level; and the cost effectiveness of the project.

Large scale reprinting has not been recommended because the guide is not saleable in large quantities and is too costly to print and mail as a lure piece; the information sheets are not widely used, except for hypothermia; and the folders have limited use. The park sheets and provincial books are used, but there appear to be plenty in storage. Therefore, reprints should occur only for specific requests and only if stock is not available at Tourism Canada, the Regional offices or the parks.

After a marketing strategy is developed, there may need to be some design changes in the Parks West materials so they fit with the other components of the strategy.

Parks Canada may wish to consider a short-term approach of reprinting some of the materials with error corrections,

revisions to format, and minor changes to content. Before a decision is made on this approach there needs to be an assessment of the internal and external costs for development and production.

Recommendation #2: Best use of Existing Stock

It is recommended that the guides be used as reference documents at all Tourism Canada foreign Offices and at all PC visitor information centres; sale items at interested park locations (particularly where Cooperating Associations are involved), and souvenir items for distribution by park representatives attending major trade conferences. The provincial books should be used as a mail-out in response to inquiries at PC regional offices and at TC foreign offices; a a lure piece for tour operators, travel associations or clubs, and trade shows; and a handout at border tourist information centres. The park sheets should be used as a mail-out at park and regional offices; a handout at locally or provincially operated tourist information centres near parks; and an on-site handout for bus tour groups. The information sheet, Hypothermia, should be used as an on-site park handout. Bear Country should be used similarly but only at locations which consider their own bear warning folder inadequate. Visitors Guide should be used as a mail-out at park or regional offices. The provincial folders should be used by parks or regional offices to package school kits and special presentations in conjunction with park sheets or information sheets.

This recommendation has been based on the best uses for the materials as described by park representatives, provincial governments, Tourism Canada, and the Regional offices.

There is a need to actively manage the remainder of the distribution. There should be a system set up for recording quantities shipped and for monitoring how many of each product is actually distributed and who they are distributed

to. Each potential distributor should be contacted to find out which materials they need and the publications should not be sent to people who have not requested them. Each shipment to a distributor should be accompanied by instructions or guidelines as to how the materials are to be used and a format for keeping records on the actual distribution. Park sheets should be sent by first class mail, as should the provincial books.

Recommendation #3: Marketing Strategy

It is recommended that all future marketing initiatives should be taken in the context of a marketing strategy. Regional efforts should fit into a regional strategy and national efforts should be part of a national plan.

This recommendation arose out of the difficulties encountered by the Parks West project in developing promotional materials without guidelines from an overall strategy.

A marketing strategy should include identification of target markets, needs assessment, product testing, evaluation of different media approaches, role of the regional offices, costing, objectives that can be evaluated, and specific activities related to the objectives.

We are unsure whether promotional or marketing activities are within the mandate of Parks Canada. This must be clarified before promotional materials are developed.

If the strategy developed is to include distribution by other government departments and other levels of government, they should be surveyed and consulted to find out their needs and their distribution mechanisms. Furthermore, future distributors of any promotional activities should be given a statement of the project objectives, guidelines for distribution, monitoring methods, etc.

Recommendation #4: Future Pilot Projects

It is recommended that future pilot projects, regardless of their content, be perceived by Parks Canada as experiments and structured so that the usefullness of the experiment can be assessed. Methods for ongoing monitoring of costs, distribution, and impacts should be part of the approved project. Without these mechanisms, there is limited value in funding a pilot project.

This recommendation arises from concerns that the project was funded without a complete statement of total project costs, appropriate mechanisms for administration and monitoring were not in place, and the time limitation for spending the budget severely restricted the design phase.

There are three major lessons to be learned about pilot projects from the Parks West experience. First, it always costs more in both money and time to produce something new. Although other organizations have long been involved in production of promotional materials, this was a new direction for Parks Canada. As such, high front-end costs can be expected and it would be false economy to initiate a pilot project without sufficient resources.

Secondly, the objectives of pilot projects often change during the development process. These changes should be formalized to ensure the project activities are directed at agreed upon objectives. Furthermore, clear statements of objectives help the staff to focus their activities and set priorities. While it is tempting to sell a project by identifying wide-ranging objectives, there should be an administrative mechanism or review process to assess whether the stated goals are realistic. Funding approval based on unattainable expectations can limit internal support for the project because staff will quickly realize that their goals for the project are not being met.

Thirdly, a pilot project developed by one region but with national implications requires a formal structure for support and cooperation across regions and at the national office. Staff from one region have limited authority to obtain cooperation from other regions and this is vital to the success of a national pilot project.

Recommendation #5: Consultation with other Agencies

It is recommended that any Parks Canada project that has direct implications for other agencies, such as provincial governments or Tourism Canada, must include extensive consultations with those agencies beginning at the concept development stage and continuing through project implementation and monitoring.

The Parks West project had very little consultation with other agencies thereby limiting the usefullness of those materials to the agencies. Coordination with provincial and federal agencies that share common objectives with Parks Canada is a more cost effective approach for all parties involved. It can help avoid duplication of products, ensure compatability of materials, and facilitate a pooling of consumer and product market research. Other agencies involved in tourism already have well defined tourism strategies and mechanisms for developing, testing, and distributing their products. This information would be very useful to Parks Canada. In turn, some of the national parks are tourist attractions and their promotion could benefit the other agencies.

1.0 INTRODUCTION

1.1 Study Purpose

In 1981, the Prairie Regional office of Parks Canada initiated a pilot project, the Parks West Print System, (henceforth referred to as Parks West) as one possible approach to provide promotional material to potential users on all the parks and sites in northern and western Canada. These materials were designed to provide an integrated, comprehensive system for responding to enquiries about the national parks. The project was controversial and, although approved at the national level, did not have nationwide support.

An independent evaluation was required to investigate, analyze, and report on the effectiveness of the Parks West Pilot Project and offer recommendations as to possible improvements, changes or additions, and future disposition of the project.

The key issues to be addressed in this evaluation were:

- Project Description -- how did the project develop and what were its objectives?
- Project Fffectiveness -- what have been the impacts of the project and does the project have the potential to achieve its objectives?
- Project Efficiency -- what have been the costs of this project and do the anticipated impacts justify the costs?
- Project Management -- how well are the distribution and administration systems working and what is the level of internal support for the project?

- Materials Analysis -- what is the nature, appeal, and areas of concern from the perspective of the user?

These issues were elaborated in detail in the Terms of Reference, attached as Appendix A.

1.2 Study Method

The evaluation was carried out from mid-September through December, 1984. During Phase I, interviews were conducted with Parks Canada staff at the national headquarters, Prairie region, and Western region. (All people interviewed for this evaluation are listed in Appendix B.) Parks Canada files were reviewed to obtain information on the project objectives and chronology and the Prairie and Western regions were asked for information on distribution and costs. Based on the data obtained,an evaluation plan was prepared to identify evaluation questions, indicators, and data sources. This plan is shown in Table 1.1 and was closely followed during Phase II of the study.

Phase II involved a major data collection effort, data analysis, and report preparation. The main data sources are listed below and the methodological details including survey instruments are contained in Appendix C.

1. Personal and telephone interviews with 13 representatives from the provincial/territorial governments and seven people from the tourism industry in the four western provinces, the Yukon, and the NWT. The main purposes of these interviews were to assess distribution and use of the Parks West materials, user response to the materials, and efficiency obtained through the use of these materials.

2. An assessment of the materials by six established experts in different aspects of the advertising and promotions business. The assessment was based on the criteria of

TABLE 1.1: PARKS WEST EVALUATION PLAN

Evaluation Questions	Indicators	Data Sources
DISTRIBUTE VISITOR USE MORE EVENLY		
Do the materials have the potential to increase attendance in northern and prairie parks? Are the parks presented as tourist attractions?	. Impact, attractiveness, clarity, comprehensiveness relevance of materials	. Product review by advertising experts . TC, Prov T, Industry interviews
Did the materials sent in response to enquires result in the recipient visiting national parks?	. PW recipients statements that the materials influenced their holiday plans	. PW Recipients Survey
Do the PW materials facilitate pre-trip planning?	. Provide information on location and access, activities, accommodation, facilities	. TC, Prov T, Industry
Are the materials distributed to people who don't usually visit the underused parks?	. Number of pieces on underused parks distributed outside the region of the park	. Distribution records from PRO, WRO, Park Supt'ds, TC
Do the materials encourage people who have never visited a park to visit?	. PW recipients statements that more likely to visit a park, if have never visited one	. PW Recipients Survey
Does PW meet the need for pre-trip promotional materials in PR?	. Number of written enquiries by year by region . Other materials distributed with PW	. PRO, WRO (guess estimates only) . Park Supt'ds, PRO, WRO
What is the need for promotional materials in PR, WR?	. Visitor attendance by park . Visitor capacity by park	. PHQ . Park Suptds
PROMOTE PARKS AS A SYSTEM		
Does PW create a national image for major prairie parks?	. Distribution of Guides outside the prairie region . PW materials contain information on purpose of national parks and their intended use	. TC, WRO distribution . Advertising expert analysis
CENTENNIAL PROJECT		
Did PW have the potential to become a centennial project?	. Mechanisms for developing a centennial project and characteristics of centennial projects	. PHQ interviews

TABLE 1.1: PARKS WEST EVALUATION PLAN continued

Evaluation Questions	Indicators	Data Sources
CENTENNIAL PROJECT continued		
Why didn't PW become a centennial project?	• Actions taken to make PW a centennial project	• PRO interviews
UPGRADE PROMOTIONAL MATERIALS TO BE COMMENSURATE WITH THE PRODUCT AND WITH PUBLICATIONS FROM OTHER AGENCIES		
Do the materials convey a realistic image of the national parks?	• Park Supt'ds comments or how their park is portrayed	• Park Supt'ds
Is the quality of the PW publications comparable to those from TC, Prov T, industry?	• Comparison of the PW material with other publications directed at pre-arrival market	• TC, Prov T, industry, Park Supt'ds
COOPERATE WITH PROVINCES IN RESPONDING TO INFORMATION REQUESTS		
To what extent has the availability of PW materials increased joint responses?	• number of pieces distributed to the four provinces and the territories	• Distribution records from PRO, WRO
	• number of provincial/ territorial pieces received by PC parks and regional offices	• Park Supt'ds, PRO, WRO
	• proportion of joint distribution using PW materials by PRO, WRO, and Prov T	• PRO, WRO, Prov T
PROVIDE MATERIALS TO TOURISM CANADA FOR THE FOREIGN MARKET, ATTACT FOREIGN VISITORS		
Will PW encourage foreigners to visit Canada?	• TC comments on factors important for foreign tourism and the relationship of the materials to those factors	• TC interviews/ questionnaires
Will PW encourage foreigners to visit national parks?	• TC comments on the interest of foreigners in visiting national parks and the effectiveness of the materials in promoting these visits	• TC interviews/ questionnaires
How many potential foreign visitors have received the materials?	• TC distribution to 34 locations and use at these locations	• TC interviews/ questionnaires

TABLE 1.1: PARKS WEST EVALUATION PLAN continued

Evaluation Questions	Indicators	Data Sources
ENCOURAGE CANADIANS TO HOLIDAY AT HOME		
Does PW have the potential to increase the number of Canadians who visit national parks/sites and/or the length of stay?	• number of Canadians by location who have received the materials • fit between the content of the materials & factors known to influence park visits	• distribution from PRO, WRO, Supt'ds • other research done by PC
COST EFFICIENCY		
Are the costs expensive in terms of promotional materials?	• retail price of Guide compared with other publications sold in parks • cost of materials distributed in response to writen enquiries before PW was available • costs of other promotional materials directed at the pre-visit market published by PC, TC, provincial tourism offices	• Park Supt'ds • PRO, WRO • DRO, ARO, QRD
Has the distribution of PW materials reduced distribution of other materials?	• list of materials distributed before and after PW materials available	• PRO, WRO, Park Supt'ds
What is the cost of the PW materials compared to the cost of the materials it replaced and the existing family of materials used by other regions?	• cost of materials distributed before and after PW available in Prairie and Western regions • cost of materials distributed in other PC regions	• PRO, WRO • DRO, ARO, QRD
Did the large volume of printing result in cost savings?	• number of written/first line enquiries made to PRO, WRO, parks annually	• PRO, WRO
Do the PW materials reduce the time needed to respond to a request from a potential visitor?	• comments on timing savings at PRO, WRO and parks/sites	• Park Supt'ds • WRO, PRO
PARKS WEST FUTURE/PILOT PROJECT		
Should the system be used in other regions? (in particular the Atlantic)	• cost efficiency of PW compared to other promotional materials	The data sources for this objective will be the findings from the other evaluation questions

TABLE 1.1: PARKS WEST EVALUATION PLAN continued

Evaluation Questions	Indicators	Data Sources
PARKS WEST FUTURE/PILOT PROJECT continued		
Were adequate mechanisms established to evaluate PW as a pilot project?	• records of production, printing distribution costs per unit • records of volume & type of enquiries & types of material sent out	
What other uses are there for the plates developed for PW?	• comments during interviews with PRO, WRO, Information staff	
How should the remaining guides, provincial books, park/site sections be distributed?	• suggestions from PRO & WRO Information Staff, Park Supt'ds	• Park Supt'ds

Legend For Evaluation Plan
PW = Parks West
TC = Tourism Canada
Prov T = Provincial Tourism Ministries
Industry = Tourism Industry Representatives

layout, quality, cost, presentation, message, design, copy, and appeal and use of pictures.

3. A mail out survey to the 31 offices in the United States and abroad that received Parks West materials for distribution from Tourism Canada. Fourteen questionnaires were returned. The focus of this survey was on the distribution, use, and impacts of the Parks West materials.

4. A mail out survey to 300 individuals who had received, through the mail, Parks West materials from the Prairie regional office. 110 completed questionnaires were used for the analysis. This was the only direct effort to assess user response to the materials and the potential for the materials to increase park visitations.

5. Extensive (up to two hour) telephone interviews with 24 Parks Canada staff representing every park/site in the Western and Prairie regions. These interviews provided data on the distribution and use of the materials as well as user reaction to them.

2.0 PROJECT DESCRIPTION

2.1 Parks West Materials

The Parks West materials consist of:

- PARKS, a guide to national and historic parks/sites in western and northern Canada. This is a glossy book containing a four page foldout section on each park and site in addition to information on the history of Parks Canada, general park information, bear warnings, hypothermia, and metric conversions. This piece is referred to as the Guide throughout this report.

- The same materials as above, broken down and bound into provincial books e.g., Manitoba, Alberta.

- Fold-out sheets on individual parks (park sheets).

- Information sheets.

- Folders for inserting materials for each province and the territories.

The publications are labelled a system because all the materials are contained within the guide and can then be printed separately for specific purposes.

2.2 Parks West Objectives

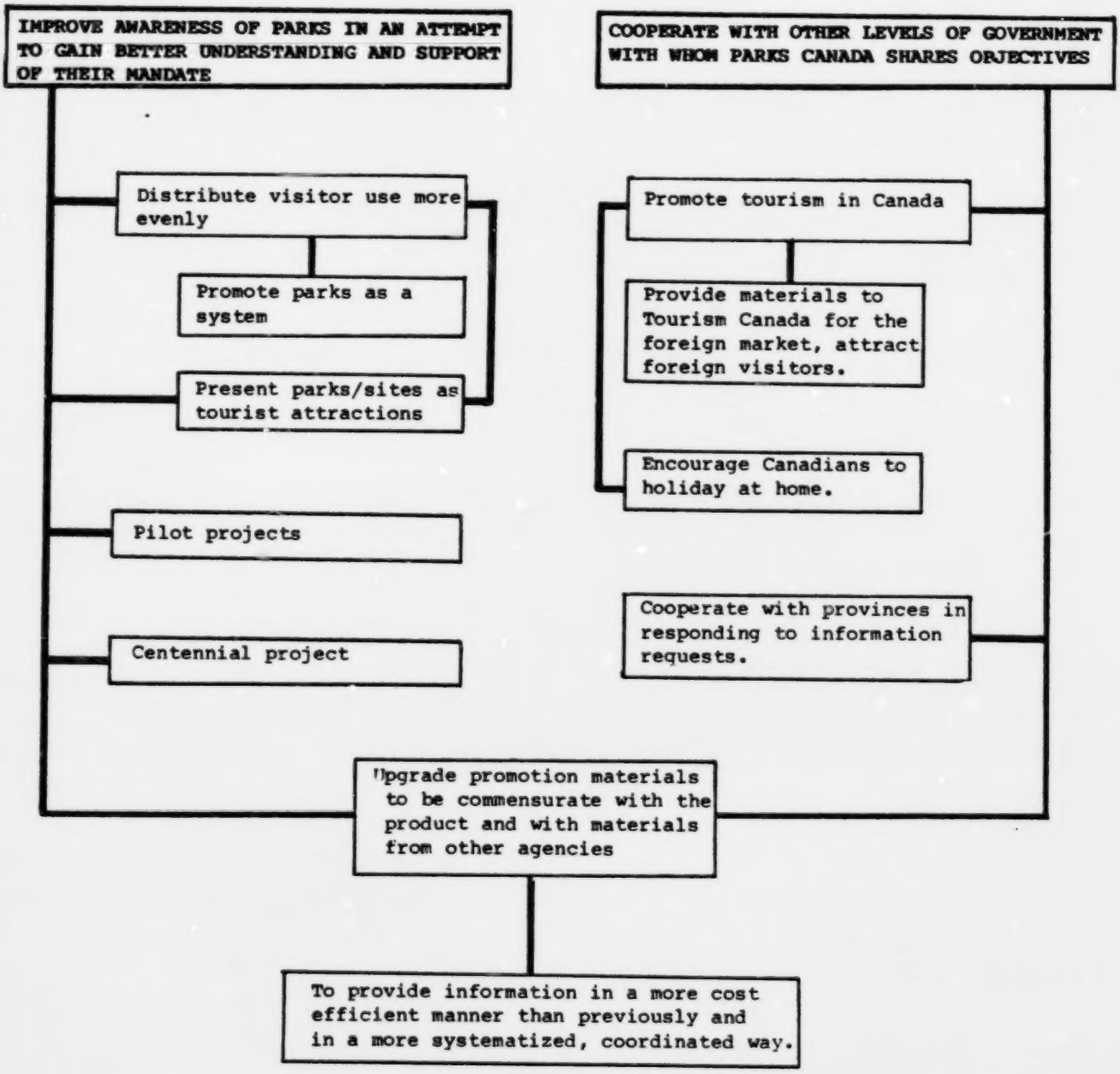
The Parks West background documentation contains many different statements of the project objectives, but there does not appear to be a formal objectives statement that includes all the different objectives identified. Based on source materials such as the project proposal[1], meeting notes,[2] and a PIPS submission to the Director General[3] a description of the Parks West objectives has been prepared.

All parties involved in the development of the Parks West project do not agree on all of these objectives. The objectives statement in Table 2.1 shows the diversity of goals it was hoped the project would achieve. The two objectives, "Improve awareness of parks in an attempt to gain better understanding and support of their mandate" and "cooperate with other levels of government with whom Parks Canada shares objectives" are objectives of Parks Canada which were to be facilitated by the Parks West Project. The Parks West objectives which were given the most emphasis in the project documentation were: promotion of tourism both in Canada and abroad; more even distribution of visitor use; and upgrade promotional materials. The remaining objectives, although identified, do not appear to have been the major rationale for project development.

The Parks West objectives are logically connected to the objectives of Parks Canada and it is not unreasonable to expect that published materials could achieve some of these goals. The problem with these objectives is that they are so ambitious, requiring a large scale national advertising campaign to achieve them. These diverse and far ranging objectives were developed, in part, to "sell" the project to the national office without serious consideration as to how these objectives would be achieved. In other words all project activities were never specifically linked to the project objectives. This evaluation attempted to assess the extent to which Parks West achieved its stated objectives. However, the national and international scope of the project extended beyond the responsibility of one region making it extremely difficult, if not impossible to achieve the objectives.

As indicated by these objectives, the Parks West materials were to be a major advertising effort for Parks Canada. However, at the time the project was conceived (1980-81) Parks Canada had no national advertising policy and furthermore produced very few promotional materials. Parks

TABLE 2.1: **PARKS WEST OBJECTIVES**


IMPROVE AWARENESS OF PARKS IN AN ATTEMPT TO GAIN BETTER UNDERSTANDING AND SUPPORT OF THEIR MANDATE
COOPERATE WITH OTHER LEVELS OF GOVERNMENT WITH WHOM PARKS CANADA SHARES OBJECTIVES
Distribute visitor use more evenly
Promote parks as a system
Present parks/sites as tourist attractions
Pilot projects
Centennial project
Promote tourism in Canada
Provide materials to Tourism Canada for the foreign market, attract foreign visitors.
Encourage Canadians to holiday at home.
Cooperate with provinces in responding to information requests.
Upgrade promotion materials to be commensurate with the product and with materials from other agencies
To provide information in a more cost efficient manner than previously and in a more systematized, coordinated way.

Canada publications were limited to responding to requests for information on the parks. It was expected that the existing pieces would help promote park use, but this was not their main purpose. Thus, funding of the Parks West project represented a significant departure from past Parks Canada publications, which was not accompanied by a change in marketing or advertising policy. It was a pilot project for a national marketing effort conceived external to a marketing strategy.

2.3 Parks West Development

The chronology of the Parks West Print System is shown in Table 2.2. The project began in January, 1981 with a proposal prepared by the Prairie region. They contended that the "guide" then in existence in one region and proposed for WRO was not useful and suggested a new approach. The proposal was presented to Western region and then bids were received for preparation and printing. In June, 1981 a presentation accompanied by a slide show was made to the Program Management Committee. The PMC approved the project and work continued on its development. An approval document was submitted in the fall of 1981 and funding was approved in December. Unfortunately, the funds were to lapse at the end of the fiscal year, allowing only four months to complete the project. The materials were printed in the fall of 1982 and distribution began in January, 1983.

FOOTNOTES

1. Parks Canada West, a proposal prepared by J. McCrea, January 14, 1981.

2. Minutes, Program Management Committee meeting, June 2, 3, 4, 1981. Fern Resort, Orillia, Ontario.

3. PIPS submission to Mr. G. Yeates, Director General, Program Management from W. Douglas Harper, Director, Prairie Region, December 4, 1981. (Number C3520-101)

TABLE 2.2: PARKS WEST PRINT SYSTEM CHRONOLOGY

Date	Development
1979	
July	Letter from ADM curtailing new information programs due to restraint.
October	Western prepares text for new brochure, Parks West, to replace the existing brochure, Perspectives, which is aimed at pre-arrival mass distribution and occasional individual distribution.
1980	
Sept	Western Region asks superintendents to approve Parks West draft which provides information on all national/historic parks/sites in the Western Region. Possibly, it will be combined with the Prairies in the future, and eliminate the need for a Camping Guide.
1981	
January	A Proposal for Parks Canada West, prepared by the Prairie Region, describes problems with existing publications, the need for a new guide, the content of PCW, and costs. PCW would be comparable to guides for Central Ontario, Atlantic, and Quebec Regions. Proposal presented to Western Region. J. Shearon tells Western/Prairie Regions that PCW is too costly compared to other Parks Canada publications aimed at the same audience.
May	Bids received for art work, litho-prep, printing and proofing.
June	Presentation, including costs, to PMC. PMC approval.
August	Field superintendents asked to submit 50 slides, 400 words of copy.
Fall	Printing unit cost estimates increase due to smaller quantities.

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TABLE 2.2: PARKS WEST PRINT SYSTEM CHRONOLOGY continued

Date	Development
October	Approval document submitted; approved December, 1981.
November	Print costs to support October approval documents submitted. Atlantic Region expresses concern that PCW could be approved for national use without Atlantic input to the system development. Atlantic is planning to improve their information system and could be interested in collaborating on the PCW pilot.
December	PIPS submission, including preparation and printing costs; undecided whether to use capital or O&M funds.
1982	
April	Director, Information Services, tells Director, Prairie Region, $300K not available for PCW. Suggests that photos, text, and maps developed for PCW be used to produce a guide similar to Atlantic and Ontario.
June	Western Region suggests 70/30 regional split for distribution; requests tender award, shipping directions, quantities, and cost breakdown. Status report from G. Tinley on printing cost estimates. Brief report (1/2 page) on PCW liaison with other government departments: Tourism Canada, Manitoba and Saskatchewan provincial governments.
July	Tender let for printing: 5,000 Guides 35,000 each of 5 Provincial Books 50,000 each of 5 Folders 50,000 each of 3 Information Sheet 50,000 each of 34 Park Sections Additional 21,000 Guides ordered for printing.
November	Letter from Western Region to superintendents describing distribution method.

... continued

TABLE 2.2: PARKS WEST PRINT SYSTEM CHRONOLOGY continued

Date	Development
1983	
January	Materials distributed to WRO, PRO, Tourism Canada parks/sites and others. Some comments on file from recipients. PC staff noted errors.
February	Letter from Western Region to superintendents describing distribution method; many more Park sheets received than requested.
March	Letter from Western Region to superintendents describing distribution methods and asking for records of Guide recipients.
	Letters from Western Region to Alberta Motor Association and BC Tourism describing distribution method.
April	Tourism Canada pays $35,000 for materials. Prairie Region exchanges Guides distributed to Regions for Provincial Books and Information Sheets to satisfy Tourism Canada requirements.
December	Letters from J. McCrea to Prairie and Western superintendents that Guide should be sold to the public at $7.95 plus tax.
1984	
January	Western Region asks superintendents to mail surplus Park Sections to Tourism Canada.

3.0 PROJECT COSTS

3.1 Expenditures

Based on analysis of the records provided by the Prairie Region Office (which included tenders from external suppliers, budget estimates and amendments, an invoice from an external printing contract, and project records of expected disbursements), the external costs involved with the development and printing of the Parks West products totalled $557,189. A complete assessment of project costs should include Parks Canada staff time allocated to the project.

As shown in Table 3.1, preparation and production costs were $186,766, printing costs were $350,23, and coordination of printing was $20,000.

Project costs can be allocated on a unit basis by determining the number of plates required to print each product and the number of copies printed. Table 3.2 presents the project unit costs on this basis. (Data did not allow the print cost to be split on the basis of paper stock quality. The use of heavier paper stock for folders causes folder unit costs to be understated.)

For the purpose of this analysis, preparation and production costs have been completely allocated to the first printing run. For example, the Guide cost $4.80 per unit in the first run, but future printings would cost $3.01 per unit, providing the same volumes were printed. These figures reflect 1982 price structures and expense levels and may change in the future as the printing market changes or if different unit volumes are printed.

3.2 Comparison of Actual and Estimated Expenditures

During the Phase I interviews with Parks Canada staff,

TABLE 3.1: PARKS WEST EXPENDITURES

Preparation & Production		
Glenn Tinley - coordination, design, editing	$ 48,866	
Great West Graphics Corp - artwork, litho-prep, proofing	137,900	
Total		$ 186,766
Coordination of Print Contract		
Glenn Tinley		$ 20,000
Printing		
Lawson Graphics Manitoba Ltd - preliminary contract	$317,146	
packaging addition	7,194	
map reprinting and misc.[1]	14,400	
freight[2]	11,684	
Total		$ 350,423
TOTAL EXPENDITURE		**$ 557,189**

1. Based on an estimate NOT on actual invoice. This amount represents the balance of the $350,000 printing budget authorized for the project. The money was used to revise and reprint the map of Canada as well as for other miscellaneous expenditures necessary to complete the project and to maximize the print volume.

2. Freight charge includes the cost of shipping to individual parks.

TABLE 3.2: PARKS WEST UNIT COSTS

	Volume Printed	Printing		Freight		Prep, Prod, Coor*		Project	
		Total $	$/Unit	Total $	$/Unit	Total $	$/Unit	Total $	$/Unit
Expenditure		338,739		11,684		206,766		557,189	
Guide	26,260	76,575	2.916	2,641	0.101	46,742	1.780	125,958	4.797
Provincial Books									
BC	35,350	31,814	0.900	1,097	0.031	19,419	0.549	52,331	1.480
Alta	35,350	22,909	0.648	790	0.022	13,984	0.396	37,683	1.066
Sask	35,350	25,453	0.720	878	0.025	15,536	0.439	41,867	1.184
Man	35,350	22,909	0.648	790	0.022	13,984	0.396	37,683	1.066
Y/NWT	35,350	25,453	0.720	878	0.025	15,536	0.439	41,867	1.184
Park Sheets									
Group (31)	50,500	110,900	2.196	3,825	0.076	67,693	1.340	182,418	3.612
Per Site			0.071		0.002		0.043		0.116
Information Sheets									
Group (6)	50,500	13,634	0.270	471	0.009	8,322	0.165	22,427	0.444
Per Sheet			0.045		0.002		0.027		0.074
Provincial Folders									
Group (5)	25,250	9,092	0.360	314	0.012	5,550	0.220	14,955	0.592
Per Folder			0.072		0.002		0.044		0.118

* = Preparation, Production, and Coordination of Print Contract

concern was expressed that the project costs had been higher than anticipated. Therefore, in this evaluation, considerable effort was devoted to ascertaining the estimated costs, uncovering discrepancies between estimated and actual costs, and suggesting reasons for the discrepancies.

It was difficult to obtain the original cost estimates because documentation was limited to estimates of unit print costs and production cost per page, with no total project cost provided. Thus, the estimates presented in this section have been compiled by DPA, based on available itemized costs. To the best of our knowledge, this is the first presentation of a total project cost estimate.

Preparation and Production

Table 3.3 shows estimated and actual expenditures for preparation and production.

TABLE 3.3: COMPARISON OF ACTUAL AND ESTIMATED EXPENDITURES: PREPARATION AND PRODUCTION

	Estimate	Actual	Difference
Coordination, design, editing	not included	48,866	(48,866)
Artwork, litho-prep, proofing	72,000	137,900	(65,900)
Subtotal	72,000	186,766	(114,766)
Printing coordination	not included	20,000	(20,000)
TOTAL	**72,000**	**206,766**	**(134,766)**

Sources: Table 3.1 and project files.

In the original presentation, the project was expected to consist of 144 pages to be produced at a cost of $500 per page. Although never stated, a logical implication was that

the production costs would total $72,000. The presentation of these costs did not include an estimate for coordination, design, or editing; nor did they include an estimate for coordination of the printing which includes such items as print production, print press proofing, printer press checks, and bindery final production. We expect these estimates were made, but, since this work was contracted out, they were not included in the total project budget.

We do not know why graphics expenditures were so much higher than the estimate. One reason was that the parks could not supply enough suitable negatives or slides so some visuals had to be purchased. In addition, since the product did not materially change after the original estimation, we speculate that the discrepancy lies with the interpretation of the estimate. The contractor's estimate specified $500/page, and it was assumed that the guide would consist of 144 pages. The total project (guide, provincial books, park sheets, information sheets, folders) consists of 261 pages, which, at $500/page, would cost $130,500, a figure reasonably close to the actual expenditure of $139,700. Perhaps it was assumed that the per page cost applied only to the guide and not to the remaining pieces.

Printing

Table 3.4 compares actual and estimated expenditures for printing.

The estimated unit costs were based on producing 250,000 copies of each piece. With such high volumes, a low unit cost for printing can be achieved. Because the printing budget allocated to the project was only $350,000, however, quantities had to be drastically reduced. As a result, the unit costs increased.

If the project had been printed in the original quantities, the total print costs would have exceeded $1 million, but

many more pieces would have been produced. In actuality, the expenditure was much lower than the estimate, but the unit costs were much higher. It should be noted that in all the documentation reviewed, printing costs were presented on a unit basis with no total estimated print cost provided.

TABLE 3.4: COMPARISON OF ACTUAL AND ESTIMATED EXPENDITURES: PRINTING

	Estimate			Actual*		
	Quantity	Cost	Total	Quantity	Cost	Total
Guide	250,000	1.37	342,500	26,260	3.02	79,305
Provincial Books (5)	250,000	0.40	500,000	35,350	0.75	132,563
Park Sheets (30 sites)	250,000	0.03	225,000	50,500	0.07	106,050
Information Sheets (6)	250,000	0.01	15,000	50,500	0.05	15,150
Total Print Costs			**$1,082,500**			**$333,068**

* For the purpose of this comparison, actual unit costs from Table 3.2 have been used in conjunction with the original product mix as presented in the printing estimate (i.e., 30 park sheets and no folders).

3.3 Time and Cost Savings

Part of the rationale for the project was "to provide information in a more cost efficient manner than previously and in a more systematized, coordinated way." Parks West materials were intended to be less expensive to print and require less staff time than materials previously used in responding to requests for information. These savings were to occur at the park/sites and at the regional offices.

Parks/Sites

The Parks West materials have not resulted in major savings at the parks/sites because, in general they are not being

used to replace existing materials, as intended. Although field staff were given some instructions on the use of the materials they are not following these instructions because they do not view the Parks West products as an adequate replacement for the main park and interpretation brochures. According to park representatives, the Parks West materials are occasionally used to replace existing brochures for mail responses. When Parks West materials are used regularly in mail outs, they tend to be sent in addition to existing brochures. This suggests that at the park level, print and labour cost savings are low.

At some locations, park sheets are picked up by visitors instead of main park brochures, making the supply of main park brochures last a little longer. The frequency of these substitutions, however, is difficult to quantify and was not reported consistently by all representatives. There are no records to allow an assessment of possible cost savings.

Park representatives indicated that the Parks West materials helped streamline mail responses. Some parks use park sheets or information sheets as covering letters. Others use folders as an attractive inside envelope to hold together several pieces of literature.

One park representative reported that using folder and park sheets for specialized school kits substantially reduces the time needed to put together the kits. Using the folders and park sheets has the added benefit of providing a professional appearance to the end product.

Prairie Region Office

At Prairie Region Office the savings on mail outs as a direct result of using Parks West materials could be significant. Unfortunately, records of postage charges are not kept in a format appropriate for this analysis or are not available. Therefore, DPA has assembled some conservative cost data to

assess the size of possible cost savings at Prairie Region Office.

Table 3.5 shows an estimate of the cost of mail out packages for Parks West and for previous mail outs. The total cost for the previous package, including printing and first class postage, was $3.51. The average cost of a Parks West package is $1.00 for third class mail and $1.22 for first class.

TABLE 3.5: COMPARISON OF PRAIRIE REGION OFFICE COSTS FOR PARKS WEST MAIL OUT PACKAGES WITH PREVIOUS PACKAGES

	Print Unit Cost	Postage		Total Unit Cost	
		3rd Cls	1st Cls	3rd Cls	1st Cls
Previous Pkg[1]	**2.45**	-	**1.06**	-	**3.51**
Parks West Pkg[2]					
Prov book (a)	0.75	0.80	1.06	1.55	1.81
Folder, 2 Info sheets, site sheet, specific brochure (b)	0.54	0.60	0.85	1.14	1.39
Park sheet (c)	0.07	0.32	0.48	0.39	0.55
Avg Unit Cost[3]	**0.44**			**1.00**	**1.22**

1. From Prairie Region Office, possibly an overestimate.
2. From Prairie Region Office; Table 3.2.
3. Average based on (a) used 20%; (b) used 50%; (c) used 30%. These are estimates, not actual records.

Prairie Region Office usually sends Parks West materials by third class mail. Based on an average annual mailout of 3,000 pieces, the cost saving is $3,000 per year. In addition to the cost savings, PRO reports significant savings in staff time required to respond to information requests.

It is our opinion, however, that a third class mailout seriously compromises the effectiveness of the Parks West publications. For third class mail, no envelopes are used.

Instead, provincial books and folders with loose contents are stapled, labelled, and stamped. The single park sheets are folded in thirds, stapled twice, labelled, and stamped. Although third class mail provides minor savings in postage, its effects on quality of presentation are extremely negative. Paper materials, especially the thin park sheets, likely arrive tattered and torn; folding and stapling large format photographs detracts considerably from the visual impact. This mailing procedure reduces the benefits of producing a high quality "lure piece" in favour of small scale postage savings.

Western Region Office

In the Western Region Office, the Parks West materials constitute one part of 140 different publications used to respond to requests for information. Western Region Office representatives estimate that use of Parks West materials has reduced the distribution of existing publications by about 10%. Since the estimated cost per request is about $0.25 and the average cost of a PW package is $1.00, it is doubtful whether use of the Parks West materials represents a cost saving for Parks Canada. It does, however, represent a cost saving to the Western Region Office because expenditures for developing and printing the Parks West materials did not come out of their budget.

Use of Parks West materials does not generally save time for Western Region Office staff. Staff usually select from a body of publications the ones that best serve the consumer's inquiry.

Reprinting

Reprinting the current Parks West materials would not constitute a cost saving unless large volumes were printed. Each printing would require updating and revision. (For example, Travel Alberta reprints their Auto Tour Guide yearly

and makes up to 20% text revisions for 6-7% of the print contract price.) In addition, the printing contract would require coordination which would be on the same order as the first effort, i.e., $20,000.

3.4 Comparison of Parks West Costs with other Publications

It is extremely difficult to compare the costs of Parks West materials with other publications because there are none that are similar and because the cost is very much tied to the quantities printed. In our cost inquiries, we were able to obtain printing costs and quantities which allowed calculation of the unit printing costs but we were unable to obtain development costs. Table 3.6 shows the costs of other lure pieces produced by the provinces and Parks Canada. This table should be interpreted with caution because the pieces have different objectives and the print costs depend on the quantity printed.

TABLE 3.6: PRINTING COSTS OF OTHER LURE PIECES

		Quantity	Printing Cost	Unit Printing Cost
Parks West	Guide	26,250	79,305	$3.02
	Provincial Book	35,350	132,563	$0.75
BC	The Travellers Handbook	500,000	200,000	$0.50
Alb.	Alberta Auto Tour Guide*	350,000	124,000	$0.35
Sask.	Vacationer's Guide	200,000	99,600	$0.50
	Parks Adventure Guide	75,000	49,350	$0.66
Man.	North of 53	25,000	8,000	$0.32
	Fishing Guide (glossy directory)	80,000	35,000	$0.44
	General	2,000,000	150,000	$0.07
TIAM	Explore Western Manitoba	40,000	6,000	$0.15
	Manitoba's Interlake	25,000	300	$0.01
PC	A brief Guide to National Parks (more informational)	150,000	29,321	$0.19
	Atlantic Guide	?	?	$0.50

* cost includes revision (@ 6.7% of total cost)

The Parks West materials are more expensive than other publications because the product is of a higher quality and the quantities printed are relatively low.

3.5 Conclusions

The external cost for developing and printing the Parks West products was $557,189. This is an underestimate of actual costs because internal staff time and expenses are not included. Costs were about $135,000 over the estimated costs, although a total cost estimate that included services to be contracted out was never provided. The unit costs for printing were considerably higher than estimated because insufficient budget was allocated to allow for printing the high volumes on which the estimate was based.

The Parks West materials do not result in significant cost or time savings for Parks Canada. Although cost savings occur when park sheets replace a main park brochure, minimal time savings are incurred because the PW materials are typically used in combination with other pieces, rather than as a replacement.

The Parks West materials are more expensive than other lure pieces because the product is of a higher quality and the quantities printed are relatively low.

4.0 PROJECT MANAGEMENT

4.1 Administration

4.1.1 Planning

The initial project concept developed in response to a long felt need to encourage visitations to lesser used Prairie region parks. The project had a promotional flavour from the outset, and was designed as a response to written or telephone inquiries requesting general information about a province (e.g., Manitoba) or about parks (e.g., "What is there to do in the parks?"). The project was to emphasize visual features and activities in parks that would create an attractive park image for potential visitors. The text was to be brief, easy to read, general in nature, and complementary to the photographs.

The project was developed to address a need identified at Prairie Region Office to attract an already interested audience who were asking for information. PRO had some data on their own requirements, but only limited knowledge regarding the needs of WRO, the provinces, and Tourism Canada. No market research was conducted to determine visitors' needs or to investigate the decision process involved in choosing a holiday destination, probably because this type of research was not being done by Parks Canada in 1981. Furthermore, PRO had no direct support to do this work.

As the concept developed, other promotional applications were considered, including:

- distribution by parks to potential visitors;
- distribution by provincial tourism departments to potential and actual visitors through Tourist Information Centre programs;
- distribution by Tourism Canada through its domestic

information officers, its out of country officers, and its travel trade shows.

Although these other applications present opportunities to obtain a wide distribution of materials, they also represent a major broadening of the project's scope. Wide distribution could imply a commitment to marketing which does not exist nationally and is not in the official mandate of Parks Canada.

Wide distribution could also provide opportunities for production economies. With a large number of outlets, the printing volume could be increased substantially and unit costs reduced. A substantial increase in total cost, however, would imply a significant policy alteration in the directon of marketing. A large number of users necessitates a sophisticated system of distribution to ensure that outlets receive products that suit their needs. The Prairie Region is not set up to handle large scale, world-wide distribution.

The concept of promoting national parks with a "lure piece" represented a major shift in focus for Parks Canada, but there was no corresponding shift in planning strategy to link existing published materials to those that would be produced under the new concept. As the project scope expanded, this lack of planning led to execution and project control problems.

4.1.2 Park and WRO Participation

Developing a commitment to the project at the park level was important to the project's success for the following reasons:

- Park staff have direct contact with visitors, are familiar with the primary activities occurring in parks, and can provide factual and interpretative information on promotable resource features.

- Park staff represent a significant distribution outlet, covering local tourist associations, Chambers of Commerce, provincial tourist information centres, and mail inquiries.

- Park staff represent a significant market for reprinting materials.

It was also important that the WRO support the project since their needs were part of the rationale for project funding and since they were to be a major distributor.

Park and WRO staff participated in the design of the material, but their major input involved the provision of 50 slides and supportive or interpretive information. The only field review took place well before the layout was finalized. Staff from all parks received an opportunity to review the product, but our research produced conflicting opinions as to the stage of project development at which the field reviews were completed. Some park representatives felt they had little input in the material design or review. Although some errors were detected and corrected in the field review, many errors, particularly in the maps, appeared in the final product. The resulting final product, complete with errors and inaccuracies, was viewed negatively by staff from 9 of the 24 park representatives committed to product distribution and to the project in general.

4.1.3 Execution

The project was undertaken in addition to Prairie Region's normal workload, with the assistance of an outside consultant. No additional full-time staff were hired.

When the final printing budget ($350,000) was approved, the fiscal year-end created a four-month period in which the contract had to be dispersed. This was an unrealistic time frame for a pilot project to develop new promotional pieces.

The time was not sufficient to properly complete the paste-up, proofing, and field review and the edit and review process had to be shortened. Consequently, a significant number of errors went unrecognized or uncorrected which had a negative effect on the internal perception of the materials. The process of project approval limited the project effectiveness.

Western Region allocated its printing quantity so that each site received 30,000 of its own park sheets and 2,000 each of other sites in the region. This was intended to reduce the need for trading or buying publications from other sites and was expected to meet the demand for three years. Prairie Region also allocated approximately 30,000 site sheets to each park, but did not send out copies of other Prairie Region sites.

In addition to the park representatives expressing displeasure over the errors in the final product, several felt that the number of copies they received did not match their needs. The following comments illustrate their concerns:

> "The materials arrived out of the blue and there were far too many for our park needs."
>
> "The 1-2,000 copies of other site sheets are next to useless because there are few requests about other parks."
>
> "The park gets many requests about other sites which makes the extra sheets valuable, but the touring nature of many of the questions makes the provincial book much more valuable (received only a small quantity of them)."
>
> "Our park would like to provide some site sheets to local outlets of the tourism industry, but our supplies are not large enough."

Despite the existence of letters to all park superintendents concerning the volume of material they should expect to receive, the use of the materials, and a caution that the park sheets are promotional pieces and not substitutes for their main park brochures, none of the park representatives interviewed said they were given formal instructions governing the use of the Parks West materials. Although staff changeovers have occurred and some interviewees were not always in a position to know the details of policy, it is apparent that the intended promotional use and the relationship of the materials to existing park publications were never clearly understood by park representatives. This lack of understanding contributed to the less than efficient use of the materials.

Parks West was initiated as a pilot project and a review was to be undertaken at some future date. Recognizing that monitoring the disposition of the bound guides would be valuable in the future, each superintendent was asked in a letter to keep track of who received copies. All but one of twelve parks in the Prairie Region maintained reasonable records of guide use. Only five of the twelve parks in the Western Region could account for most of the guides. (Four apparently maintained no records at all.)

Table 4.1 indicates the availability of information on the distribution of the Parks West material at Prairie and Western Region parks.

A correspondence file is maintained at 22 of the 24 parks contacted. These files could be analysed to determine which markets typically request information. None of these files have been analysed except in one location, where correspondence involving Parks West materials has been monitored.

Not only was there no administration system to monitor distribution, no structure was developed to facilitate the

TABLE 4.1: AVAILABILITY OF PARKS WEST DISTRIBUTION DATA AT PRAIRIE AND WESTERN REGION PARKS

Status of Records	Provincial Books	Site Sheets	Info Sheets	Folders
Reasonably complete records	5	5	11	13
Record of number received and number on hand	5	8		
No or limited records	14	11	13	11
Total No. of Parks	**24**	**24**	**24**	**24**

review of project costs or to obtain information necessary to assess the impacts of the project. The concept of Parks West as a pilot project seems to have been lost in the execution.

4.2 Distribution

The actual distribution of Parks West publications is extremely difficult to track. There is no central system to record transfers, shipments, or receipt of materials. There are several different sources of distribution data which cannot be compared to get a total picture; the data sources use different formats and often do not include the date, name of the person who prepared the report, or the meaning of the numbers (e.g., actual deliveries, printed quantities, planned quantities). There are contradictions in the number of sheets delivered to a particular park/site, and there are discrepencies between the distribution reported by Tourism Canada and distribution reported by Tourism Canada locations.

Exhibit I is an example of the kind of data used in the evaluation to prepare a picture of how distribution occurred.

EXHIBIT I: EXAMPLE OF PARKS WEST DISTRIBUTION RECORDS

WTTN 653 G FEB 8, 1983 1:00 M

Attn: K. Preston

I have rec'd the following without explanation. Please advise what I should do with them. Note the quantities of both Glacier and Revelstoke National Parks.

	Item
1000	Alberta Cover Kit
875	Alberta Booklet
1000	BCM Cover Kit
1005	BC Booklet
2000	Banff Folder
1000	Bear Warning Folder
2000	Elk Island Folder
1000	Fort Langley NHP Folder
1000	Fort Rodd Hill NHP Folder
1000	Fort St James NHPS Folder
16000	Glacier NP Folder
1000	Hypothermia Folder
2000	Jasper NP Folder
2000	Kootenay NP Folder
16000	Mt Revelstoke NP Folder
1000	Pacific Rim NP Folder
1000	Rocky Mt House NHP Folder
1000	Visitor Guide Folder
30000	Waterton Lakes NP Folder
2000	Yoho NP Folder

Supt
Wttn Lks Ntl Pk

As shown in Table 4.2, the Prairie and Western regional offices and the parks/sites account for at least 80% of the distribution of Parks West materials. Although the materials were designed for use by Parks Canada, the objective of increasing domestic and foreign tourism to the national parks might be better achieved by increasing the quantities distributed to the provinces and Tourism Canada. These agencies have extensive distribution systems whereby promotional pieces reach large numbers of potential tourists and Parks Canada would benefit by using these systems.

TABLE 4.2: INITIAL DISTRIBUTION* OF PARKS WEST MATERIALS

	Parks Canada (PRO, WRO, Parks, Sites)		Provinces/ Territories		Tourism Canada		Total
Guides	27,200	99%	136	0%	216	1%	27,552
Provincial Books							
5 books	177,480	80%	4160	2%	40,455	18%	222,095
Information Sheets							
6 sheets	229,500	89%	600	0%	28,000	11%	258,100
Park Sheets							
31 sheets	1,434,500	84%	17,189	1%	252,500	15%	1,704,189
Provincial Folders							
5 folders	125,500	91%	300	0%	12,000	9%	137,800

Source: Tables 4.3, 4.6

* These are the first shipments of the materials. Accurate information on the ultimate distribution of the materials is not available.

4.2.1 Parks/Sites Distribution

Table 4.3 shows the planned distribution of Parks West materials and with the exception of the guides, our research indicates this is a reasonable representation of the actual shipments.

TABLE 4.3: PLANNED DISTRIBUTION OF PARKS WEST MATERIALS

	Guides	Provincial Booklet					Park Sheets		Folders					Info
		BC	Alta	Sask	Man	Y/NWT	Own	Other	BC	Alta	Sask	Man	Y/NWT	Sheets
WRO Info Services	5,000	15,400	15,400				97,000		7,000	6,000				20,000
Pacific Rim		100	100				30,000	17,500	1,000	1,000				2,500
Mt Revelstoke/Glacier		380	100				32,000	18,000	1,000	1,000				3,000
Yoho		100	100				30,000	20,000	1,000	1,000				3,000
Kootenay		100	100				30,000	18,000	2,000	1,000				3,000
Ft Langley		100	100				30,000	8,000	1,000	1,000				2,500
Ft Rodd Hill		240	240				30,000	8,000	1,000	1,000				1,500
Ft St James		100	100				30,000	8,000	1,000	1,000				2,500
Waterton Lakes		1,000	870				30,000	16,000	1,000	1,000				3,000
Banff		6,000	6,000				30,000	18,000	4,000	4,500				16,000
Jasper		6,000	6,350				30,000	18,000	4,000	5,000				18,000
Elk Island		6,000	6,300				30,000	18,000	2,000	2,000				1,500
Rocky Mt House		100	100				30,000	8,000	1,000	1,000				3,000
PRO Info Services	22,200			15,000	15,000	15,000	280,000				8,000	13,000	14,000	60,000
Prince Albert				4,000			35,000				5,000			12,000
Ft Walsh				4,000			35,000				5,000			6,000
Motherwell				4,000			35,000				1,000			3,000
Grasslands				4,000			35,000				1,000			3,000
Ft Battleford				2,000			35,000				2,500			3,000
Batoche				2,000			35,000				2,500			3,000
Riding Mountain					5,000		35,000					5,000		12,000
Lower Ft Garry					8,000		35,000					5,000		12,000
Riel House					2,000		35,000					1,000		3,000
Man. North HS					5,000		35,000					1,000		6,000
Kluane						4,000	25,000						2,000	6,000
SS Klondike						2,000	35,000						1,000	3,000
Klondike HS						4,000	25,000						1,000	6,000
Nahanni						4,000	25,000						2,000	3,000
Wood Buffalo						4,000	35,000						2,000	6,000
Auyuittug						2,000	25,000						1,000	3,000
Totals	27,200	35,620	35,860	35,000	35,000	35,000	1,259,000	175,500	27,000	26,500	24,000	25,000	23,000	229,500

Sources: Prairie Region Office.
Western Region Office.

As a general guide, most parks/sites received the following number of publications:

TABLE 4.4: QUANTITY OF PARKS WEST MATERIALS DISTPIBUTED TO PARKS/SITES

	Western Region Parks/Sites	Prairie Region Parks/Sites
Own Park Sheet	30,000	35,000
Other Park Sheets in the Region	1-2,000	0
Own Provincial Booklet	100 (max 6,000)	4,000 (max 8,000)
Other Provincial Booklets in the Region	100	0
Own Provincial Folder	1,000 (max 5,000)	1-2,000 (max 5,000)
Other Provincial Folders in the Region	1,000	0
Information Sheets:		
Bears	500-1,000 (max 6,000)	500-1,000 (max 2,000)
Hypothermia	500-1,000 (max 6,000)	500-1,000 (max 2,000)
Visitor Guide	500-1,000 (max 6,000)	500-1,000 (max 2,000)

Source: Table 4.3

Based on reports from the field staff, at least 2,000 guides (or about 30% of the field inventory) have been distributed. The actual total may be higher because data from five park/site representatives were incomplete.

Data were insufficient to identify the number of guides distributed to each type of organization. However, twelve locations are selling the guide and for eight of these

locations, sales are the only mechanism for distribution. The other major distribution targets are Tourism Associations, Provincial Governments, and VIPs.

The guides are being sold in the Prairie Region, but not in the Western Region -- only one of the twelve Western Region representatives indicated the guides are being sold, while eleven of the twelve Prairie Region representatives indicated they are being sold. (The non-selling location intends to begin sales in 1985.)

Of the guides sold, half are sold through visitor reception centres and half through private outlets. The ten parks reporting their sales sold an average of 18 guides. Because some parks use multiple outlets, the sales per outlet is probably about 10.

Some park representatives indicated a reluctance to sell an obviously expensive item that would generate general revenue, but no benefits for individual parks. It was suggested that even if the park liked or supported the publication, the money to re-order the guide for future sales would likely have to come from an already tight park budget.

Many of the park representatives contacted were unable to offer comparison prices of similar items because of a lack of experience with saleable items. Of the twelve parks offering the guide for sale, nine representatives considered the price for the guide to be reasonable and two considered it too high.

Some representatives mentioned that the use of an insert for the corrected map of Canada removes some of the sparkle from the product. Furthermore, displaying the guide for sale in an area where most items are free of charge is not conductive to frequent sales. Other glossy products are often on display and available free of charge in the same room. This has deterred many prospective buyers at one park location.

Among the provincial tourism department staff interviewed, only one felt that the price was unreasonable.

Table 4.5 shows how the different pieces are being distributed, based on discussions with park and historic site representatives.

TABLE 4.5: PARK/SITE DISTRIBUTION OF PARKS WEST MATERIALS

	Prov. Books		Site Sheets		Info Sheets		Folders	
Recipient	No.	%	No.	%	No.	%	No.	%
On-site visitors	15	63	20	83	13	54	6	25
Mail requests	6	25	19	79	4	17	7	29
Tourist Associations	6	25	18	75	-	-	1	4
Special PR, presentations, or fairs	3	13	4	17	1	4	5	21
Provincial departments	3	13	12	50	1	4	2	8
School	1	4	1	4	-	-	4	17
Tourism Canada	1	4	2	8	-	-	1	4
Not Distributed	3	13	2	8	7	29	5	21

* The numbers refer to the number and percentage of parks. They are not additive because many parks have multiple uses for Parks West materials. The numbers do not reflect the proportion of materials allocated to each use.

The main use of the provincial books is for on-site visitors, restricted to special requests because of limited quantities.

As might be expected, most parks use the site sheets as handouts to visitors, mail responses, and for sending to Tourist Associations and provincial departments. The information sheets are used almost exclusively for on-site visitors. The uses mentioned for the folders were least consistent across the sites. The most frequently mentioned uses were for tour presentations, press or special presentations, school packages, and mail responses involving several brochures.

Two parks do not distribute any of the pieces and seven parks/sites do not use the information sheets.

4.2.2 Provincial Tourism Distribution

Although it was expected that some of the parks' inventories would be redistributed to local tourism outlets, provincial tourism departments were supposed to be supplied directly. This would allow wider distribution by making use of the provincial outlet systems. Because Parks Canada records describing delivery of the initial shipments (Spring, 1983) tend to overstate provincial records of materials received, provincial records have been used wherever available.

Table 4.6 presents the 1983 initial shipments. Subsequent shipments were made, but they originated from individual parks that had excess supplies and from the two regional office supplies. Records are insufficient to estimate these shipments in a consistent and meaningful manner.

In discussing the Parks West project with provincial representatives, it became clear that provincial interest in the publications related to their use by travel counsellors in the tourist information centres. Unfortunately, the small quantities distributed to the provinces restricted their use as handouts. The provinces consistently stated that general awareness pieces must be distributed in high volumes in order to be effective. The only problem stated by the provinces regarding distribution was that they did not receive sufficient quantities.

4.2.3 Tourism Canada Distribution

Tourism Canada paid Parks Canada $35,000 for Parks West materials. They received approximately 200 guides, 40,000 provincial books, 250,000 park sheets, 12,000 provincial folders, and 20,000 information sheets. Their initial

TABLE 4.6: INITIAL PARKS WEST SHIPMENTS TO PROVINCIAL TOURISM DEPARTMENTS

	Tourism BC	Travel Alberta	Tourism Sask.	Travel Manitoba	Yukon Tourism	Travel Arctic
Guides	36	100	?	?	?	?
Provincial Books	280	280	2700	900	?	?
Provincial Folders	-	300	-	-	-	-
Information Sheets	-	600	-	-	-	-
Park Sheets						
Yoho	200					
Kootenay	200					
Mt Revelstoke	300					
Glacier	100					
Ft Rodd Hill	300					
Ft St James	300					
Ft Langley	300					
Banff		300				
Jasper		300				
Elk Island		300				
Waterton Lakes		300				
Rocky Mtn House		300				
Grasslands			480			
Ft Walsh			300			
Ft Battleford			300			
Prince Albert			800			
Batoche			300			
Motherwell			4309			
Riding Mtn.				600		
Riel House				600		
Lower Ft. Garry				600		
N. National Hist. Sites				600		
A.R.C.				600		
Kluane					*1000	
SS Klondike					*1000	
Klondike Hist. Sites					*1000	
Nahanni						500
Wood Buffalo						500
Auyuittuq						500
Total Park Sheets	1700	1500	6489	3000	3000	1500

* Supplied from Kluane National Park

Source: DPA interviews with Provincial Tourism Departments

world-wide distribution of the materials is shown in Table 4.7. Apparently, many more information sheets were purchased than were needed.

TABLE 4.7: TOURISM CANADA DISTRIBUTION OF PARKS WEST MATERIALS BY PERCENTAGE OF EACH PIECE

	14 USA Offices	9 Overseas Offices	In Storage
Guides	25%	23%	53%
Provincial books	25%	-	75%
Park sheets	20%	25%	55%
Information sheets	2%	2%	97%
Provincial folders	29%	12%	59%

A questionnaire (attached in Appendix C) was sent to the 31 international offices which were supposed to receive Parks West materials. Fourteen questionnaires were returned and of these responses nine had not received the materials or had only received them during the past week. Some additional offices received a limited number of copies. Thus, the low response rate can probably be explained by the fact that many offices don't have the publications. It appears that some offices received a few copies of the Guide and Provincial books, but that most of the Tourism Canada inventory has been in storage. Possibly the evaluation request for distribution information prompted Tourism Canada to actually distribute the materials!

4.3 Conclusions

Although Parks West was initiated as a pilot project, administrative structures were not put in place to control and monitor distribution, to review project costs, or to

obtain information necessary to assess the impacts of the project.

Most effort appears to have focussed on delivering the product with little attention paid to how the product would be distributed and used. As a result, about one-third of the field staff have serious reservations about the project and distribution is determined by individuals with minimal input from an overall directive.

The Parks West publications have been distributed to WRO, PRO, all parks/sites in the Western and Prairie Regions, the four western provinces and the territories, and Tourism Canada outlets in the western provinces and abroad. There has been no distribution to central or eastern Canada. It is unclear exactly how many pieces are still in stock at all distribution outlets. It is our impression that there is ample supply for at least another year, except for some of the park sheets, which have all been distributed.

5.0 PROJECT DESIGN

5.1 Introduction

The purpose of this section is to assess the advertising and promotional aspects of the Parks West materials in order to determine the nature, appeal, and any potential areas of concern in the material itself from the perspective of the user. This section is mainly based on the review carried out by the marketing strategy and design consultants supplemented by interviews with representatives of the tourism industry, Provincial Tourism Ministries, and Tourism Canada.

Overall, the potential market impact for these materials is limited by the lack of a set strategy which would determine the design direction. No consumer studies were carried out to determine who the target consumer is, what their needs and desires in terms of information are, the best methods of reaching that consumer, and at what overall cost. This lack of overall strategic direction is often the root cause of failure of programs to meet the objectives set.

This deficiency has resulted in a product with incompatible functions: it is both a lure piece and an information piece. A properly thought out promotional lure piece must fit into the context of the entire marketing program or strategy. Given all the materials and media efforts which intend to be used in a program, each piece can be matched against specific targets and priorities and designed accordingly. If separate pieces are needed for lure purposes and for information purposes, they will be defined by the strategy. This problem does not negate the fact that the materials have been successfully used by many different parties, but the lack of a strategy has clearly detracted from the design of the materials thereby limiting their effectiveness and their cost efficiency.

5.2 The Concept

The overall concept of a national guide to parks in Canada from which provincial books and park specific materials can be developed is very good. It provides an integrated system and on balance, with proper design, can be very cost efficient. However, in the Parks West system the park specific brochures are simply amalgamated to form the provincial books and in a similar fashion the guide is produced from the provincial books. The development should recognzie that each component must be designed to meet a specific need. The first step should be to provide appropriate information in a useable format for each park. Then, that information can be edited into the provincial summary book and so on up to a national guide. In this way, some of the same pictures and information could be used in each component of the system, but all components would not be identical.

Each piece should be specifically designed to meet the needs of the target consumer but not necessarily using the same format (size, fold-outs, etc.). For example, the parks specific piece could be a strong lure piece with minimal verbage and maximum drawing appeal through pictures and specific park information copy (where, when, what to do, how to get there, what to expect, etc.). It should be high quality, but inexpensively produced in large quantities and in brochure rack sizes to allow for broad distribution in all areas where tourists seek information (travel agents, tourist offices, travel terminals, etc.). In this manner, the specific information on each park could be widely distributed to a much broader base of potential consumers.

The provincial book could contain less "sizzle" and more hard information and some remarks on each park: general features, history, locational maps. This would me more in the form of a directory than a lure piece.

Similarily, the guide could be a further edited version of the provincial books in the format of a directory with general features outlined and balanced with high quality photography. This would allow for a quality presentation at reasonable costs, thereby enabling wide distribution. It might be appropriate to produce a more limited number of glossy editions of this book for coffee table resale, or for distribution to VIPs. This is not necessarily the way the material should be developed, but is an example of what is meant by an overall promotional and information system.

While the overall concept of an integrated system of material is good, the execution which relies on simply lifting material from one piece to another, and on using the same format is not appropriate for providing suitable information to consumers in the most effective, cost efficient manner to meet the objectives outlined.

5.3 Evaluation of Materials

Layout, Presentation and Design

Overall, the guide layout is extensive and elaborate, but somewhat confusing. It is difficult to get into the rhythm of the guide due to the absence of any introduction or instructions on how to use the book and due to the lack of subheadings which would allow readers to browse through and pick out areas of particular interest.

While the overall presentation is clean and crisp, it is not overly exciting. The design could have been much more dramatic, with a more effective use of subheads, title copy, legends and the like. There are no headlines, no bold pictures, nothing that shouts out that "this is exciting...come and visit for the vacation of a lifetime!". The layout and design fall short of selling the quality of the product.

The fold-out pages are awkward because they open the wrong way and normal, single pages would do the same job for far less money. Fold-out pages are best used to present panoramas. Here, the picture or text do not always match the map beside which they are shown and this is confusing.

Another problem is that, under the design utilized, editorials and photographs exist in the provincial books that are not necessarily relevant to that province (e.g., mountain pictures in the Manitoba publication). Furthermore, the public is quickly scared off when presented with material up-front in both the guide and provincial books that warns of the dangers of hypothermia and suggests that they may meet up with or get attacked by a polar bear or a grizzly bear. This data, while important to impart, should be communicated within the bounds of each park where those dangers exist, and should be left out of material designed to attract consumers.

The size of the park sheets is a problem because they are not suitable for racks and they are too large for standard envelopes. Thus, for hand-outs they must be stacked -- many tourist information facilities do not have space to do this -- and for mail-outs the expense is higher than for a standard brochure.

A minor point, but worth mentioning, is that the side by side combination of english and french can be quite annoying to a reader in either language. A two part brochure, with french on one side and english on the other would be much more effective from a presentation point of view.

Quality

The overall quality of the publication is excellent. The paper is a good weight and stock, the maps are well designed and the photography generally good. This is particularly true of the guide book with separation of rice paper and heavy cover. There were many comments on the high quality of

the publication, both from individual recipients and government representatives. The publications were viewed as "a very classy production" comparable to, or better than any produced by Tourism Canada and better than most pieces produced by the provinces. Those who were familiar with previous Parks Canada materials were delighted to see a change in direction and encouraged Parks Canada to continue to upgrade the quality of their publications.

Cost

As discussed in the cost section, development and printing of the publications was far more costly than anticipated and probably more costly than most travel or tourist publications. The result, in the view of the marketing and design consultants, is an overbuilt, overdesigned, and too costly program for its purposes.

Message/Copy

There were many concerns regarding the copy of the publications, most of which related to the issue of whether they are a lure piece or an information piece. If the publication is a lure piece, there is far to much copy for the number of pictures. The pictures, the primary vehicle to sell the areas, are given very little emphasis. The text is very competent, but is so low key and matter of fact that none of the excitement and grandeur of the locations comes through. Copy in narrative format with small type is not nearly as effective to sell a destination as a point by point summary format separated by "bullets". Although some historical information should be included, history per se doesn't sell. In a pre-arrival piece, especially for world-wide distribution, the maps need to show where Canada is, where the parks are, and how to get there.

If the publications are to be used as an information piece, then the coy must contain much more detailed information

including maps, park phone numbers, accommodation, services, facilities, entrance fees, and months of operation.

Appeal and Use of Photography

For almost everybody interviewed the photography is the highlight of the publication. The pictures are described as beautiful, park visitors take the park sheets as souvenirs, and some people pass on the materials to out of country acquaintances. However, there were very few pictures that had more than one person in them and the people that were there did not appear to be enjoying themselves. Smiling faces of people having fun and looking out at you from the pages are what sells. There may also be too many historical photos. Some of these are necessary to make the historical point, but generally they are not very appealing as sales agents for the product.

Comparison to Materials Used in Other Parts of Canada

During the course of this evaluation publications from Parks Canada and the four western provinces were reviewed. The diversity of publications and purposes is such that comparisons are very difficult. However, there do appear to be publications which meet some objectives of the Parks West Publications but in a less expensive manner. For example, the Vacationer's Guide (Sask.), the Travellers Handbook (BC), and the Alberta Auto Tour Guide all have promotional aspects to them and are less expensive.

We did not do an extensive review of Parks Canada publications. The smaller booklets such as the Atlantic Guide and National Parks, are an effective communication mechanism but lack the quality both in terms of printing and photography of the Parks West publications.

5.4 Conclusions

The Parks West materials are a positive step for Parks Canada. The high quality of the product is appreciated by most distributors and recipients. However, the Parks West materials represent a good concept that fails in the execution process. Even a return to the format now used in the East, on a better quality basis, may not be appropriate until a more fundamental step is taken. That step involves a reevaluation of the positioning of the parks against the target audience. Some basic research of the "who, what, why, when, where" nature is required to identify the market, evaluate the information needs of different markets and to develop a strategy that effectively and efficiently communicates and motivates. Even without such a reevaluation, an effective communications program should integrate a variety of media messages in a high quality effective manner that is compatible with the National Parks objective and with the objectives of tourism on a national and provincial basis.

6.0 PROJECT IMPACTS

A major objective of the Parks West project was to redistribute and increase Canadian and foreign visitation to the Western and Prairie parks. Overall, there is insufficient data to do a thorough evaluation of this objective. Although distribution of the materials began in 1983, most foreign Tourism Canada outlets are only now receiving the publications in significant quantities. Therefore, the Parks West materials cannot be expected to have any noticeable effect on the foreign market until 1985.

In Canada, most of the distribution to the pre-arrival market was in response to inquiries directed to PRO, WRO, provincial tourism centres, and some individual parks. This distribution has the potential to increase Canadian use of the Western and Prairie region national parks. However, there are measurement problems in assessing this impact that have not been overcome in the current evaluation. One potential source of data is park attendance figures. However, these are influenced by many factors in addition to the Parks West materials including amount of disposal income, price of gas, and the number of people travelling on the Trans Canada Highway. Another way to find out whether the decision to visit a park has been influenced by the Parks West materials, would be to survey park visitors. This type of survey would have to be carried out during the summer months. A third approach, which was attempted in this evaluation, is to survey people who have received the Parks West materials. The list of individuals who received Parks West materials was limited to 300, all from the Prairie Regional office. Since PRO is only responsible for a small portion of the total distribution, the results from this survey cannot be generalized.

The data relevant to assessing the achievement of this objective was obtained from the survey of 300 individuals who

had received the materials, the interviews with Tourism Canada staff in Ottawa and the four provinces and the survey of the 31 Tourism Canada outlets; and interviews with provincial tourism representatives, industry associations, and park field staff. The reader should keep in mind that most of this data relates to people's opinions of the potential impacts of the materials on visitor use rather than actual impacts.

6.1 Increase and Redistribute Visitor Use

The survey of individual recipients of materials indicates that the Parks West publications do influence Canadians and Americans to visit Canadian National parks. (Only a few overseas responses were received.) Fifty-five percent of the respondents said that they had been influenced to visit a park and the respondents who said they had been influenced made twice as many visits to parks during the last two years. Seventy-five percent reported that the materials introduced them to parks they didn't know much about. The survey respondents were very positive about the publication. The information was perceived as clear and understandable and the pictures attractive, but the maps were not viewed as particularly useful. About 46% reported that they had learned a lot about the national park system. These results indicate that the materials can be a good promotional tool. However, about 90% of the respondents had visited a national park, 20% within the last two years, suggesting that for this limited sample, the materials may be preaching to the converted.

Most people interviewed for this evaluation had some reservations about the potential of the materials to increase and redistribute Canadian visitations. Parks field staff pointed out that the materials cover all parks and therefore increased use won't be limited to the lesser used parks or the off-season. Nine parks reported that increased high-season use was not desirable. Both the industry and

provincial government representatives noted that increased awareness is only one of several factors necessary to increase visitations to lesser used parks. In order to achieve this objective, there needs to be a review of the characteristics and general appeal of lesser used parks. Low levels of awareness may be an initial hurdle, but other factors such as location, access and proximity to a population centre or to a major highway; availability of accommodation and service facilities; and a variety of organized and unorganized activities available at the site may significantly reduce the potential visitation level. Changes in these aspects may be required before a lure piece can be effective. Furthermore, for most visitors the national park is not the primary reason for coming to the area. A lure piece should include a link between the tourists' itinerary, the park, nearby services and attractions, and possibly the final destination. For example, Fort Walsh is a historic site which may not be a draw on its own, but it is located in Cypress Hills, a beautiful area with appeal of its own. This increases the saleability of Fort Walsh and should be mentioned in the lure. The poor access road should also be noted. The main point is that an awareness of a lesser used park is a necessary but not sufficient factor to motivate increased visitations.

Most interviewees thought that the materials had the potential to increase foreign visitations. The high quality of the publication, and particularly the photographs, would be appealing to foreign visitors. However, in order for foreigners to make a destination decision, they require more detail than is provided on accommodation, services, and facilities at a particular location. While the pictures provide an understanding of the vast expanse of uninhabited land contained in the national parks, the publications do not

explain how people will be accommodated and what they will do in the parks. The materials need to be directed at a broader audience than those who are interested in a wilderness experience.

Our conclusion based on the limited data available, is that the Parks West materials have the potential to attract foreign visitors to Canada's national parks and, to a lesser extent, will also encourage Canadians to make more use of the parks. However, the materials will have a limited value in increasing visitations to the lesser used parks.

6.2 Provide Information to Park Visitors

Although this was not an objective of the Parks West project, a wide-spread distribution of the materials at provincial tourism information centres and at the parks/sites suggests that this could be an important impact of the project. The provincial books, park sheets, and information sheets are all distributed on site at most of the parks and some of the historic sites. Most parks appreciate having a high quality publication to distribute on their own park, but their usefullness is limited by the general nature of the publication. The hypothermia information sheet is also useful but the bear information sheet is either not applicable or the park uses an existing bear publication which they view as superior.

Discussions with park representatives indicate that written requests ask for reasonably detailed or specific information. The writer may be making a general request for information (because he is unfamiliar with the park), but it is clear that most inquirers are planning to visit the area and have a specific interest (i.e., camping or history) which makes the park attractive.

The most frequent request is for informtion on activities (What to do, Programs, Hours), followed by camping

facilities, hiking trails, site specific features, accommodation, services, basic information on the park, and hours of operation. For mail-outs, the package typically includes a PW park sheet, main Park Brochure, fact sheet, hiking or backcountry trail brochure, and other specific information brochures as needed. Seven locations do not mail any PW materials, but the majority of parks/sites use PW publications to provide information.

The park sheets are also used for provincial distribution because they are the PW pieces closest in appearance and use to the typical attraction brochure dispensed in provincial Tourist Information Centres. They are used mainly as hand-outs because each province has a standard mail-out package which includes National Park information. However, the provincial representatives pointed out that a low information lure piece has limited value once a visitor enters an in-province TIC. At this point, visitors are seeking information on trails, services, fishing, fee structure, and location. Since the provinces like the visual impact of the park sheets, they use them as an information piece, but they were not really designed for this function.

6.3 Overall Achievement of Objectives

The achievement of Parks West objectives has been addressed in various sections of this report. Table 6.1 provides a brief summary of the conclusions regarding each objective as stated in Table 2.1.

Not withstanding the criticisms about Parks West contained in this report, the project represents a step forward for Parks Canada. Coordination and distribution problems were to be expected in a new initiative and budgetary problems restricted its use. Nonetheless, the project is one of the first major promotional efforts by Parks Canada and future efforts should benefit from this experience.

TABLE 6.1: SUMMARY OF ACHIEVEMENT OF OBJECTIVES

Objective	General Conclusion
Distribute visitor use more evenly.	Sufficient data not available to evaluate this objective. Preliminary conclusion is that PW does not have the potential to achieve this goal.
Promote parks as a system.	The Guide and Provincial Books link the parks visually, but the limited focus on the parks as a system of attraction and the limited distributior minimizes the promotional potential.
Present parks/sites as tourist attractions.	The materials show the physical beauty of the parks, but information on tourist activities is limited.
Pilot project.	Parks West did not have the administrative structures necessary to fully assess the impacts of a pilot project.
Centennial project.	Parks West has not been used as a centennial project.
Upgrade promotion materials to be commensurate with the product and with materials from other agencies.	The high quality of the PW products is definitely an improvement over existing Parks Canada promotional materials. The PW product is certainly commensurate with the quality of materials from other agencies.
Provide information in a more cost efficient manner than previously and in a more systematized, coordinated way.	The PW materials have not been cost-efficient because of the low volumes printed and because the type and quality of information presented has encouraged use mainly as an addition to, rather than a replacement for, existing materials.
Cooperate with provinces in responding to information requests.	The PW materials are used by the provinces and territories.
Encourage Canadians to holiday at home.	There is insufficient data to determine whether this has occurred. Preliminary evidence indicates that the materials do have potential to encourage Canadians to holiday at home.
Provide materials to Tourism Canada for the foreign market, to attract foreign visitors.	The materials have been welcomed by Tourism Canada but are only now being distributed to the foreign market. Therefore, any impact on foreign visitations has not yet occurred.

APPENDIX A

TERMS OF REFERENCE

TERMS OF REFERENCE

THE EVALUATION OF THE PARKS WEST PRINT SYSTEM - A PILOT PROJECT

1.0 BACKGROUND

The Parks (West) Print System is a series of park promotional materials produced by Parks Canada which, in narrative and visual form, describes the national Parks and National Historic Parks/Sites located in the four western provinces, and the territories. The project, initiated as a pilot in 1981, and completed early in 1983, set out to address two major national objectives: (1) a greater awareness of parks in an attempt to gain greater understanding and support of their mandate, and (2) co-operation with other federal departments and other levels of government with whom Parks Canada shares objectives.

The project was intended to cover a variety of needs, which as listed below, also illustrate its specific objectives:

1. The materials were designed to meet the needs of Tourism Canada responsible for marketing Canada as a destination area for out of country holidayers. Until this project no materials had been available in countries of origin which illustrated a substantial portion of Canada's national or historic parks as tourism attractions. Related to this objective, the materials were also intended to encourage Canadians to spend their holiday funds at home by showing visually the full range of parks/sites available in western Canada, and their activity facilities.

2. As well, the print system was intended as a 1985 Centennial project for Parks Canada, showing under one cover all parks in the system. Related to this was the intent to use the hard cover consolidated material as a souvenir item suitable for

visiting dignitaries, ceremonies, etc. It was also intended as a hard cover sale item at some time in the future.

3. Since regional attractions within a country are usually not promoted in isolation, but in total context, it was believed that Parks Canada should promote its parks and sites in a similar manner - as a system - with all the diversity in landscapes, climates and attractions so that the individual could choose to visit the areas (s)he finds most appealing. In this context, the Parks West Print System was intended as an initial attempt at a different approach at marketing.

4. The private sector and other governmental agencies have been implementing new marketing tools and techniques to more effectively present their resources by informing people of the nature of their programs and facilities. It has been generally agreed that it would be useful to examine a range of marketing techniques to determine their application to Parks Canada with particular attention on under-utilized sites and facilities. In this context, the Parks West Print System was intended as one possible approach to provide promotional material to potential users on all the parks and sites in the west and north in order to distribute use more evenly and to take the pressure of heavily utilized parks (particularly, Banff and Jasper, known around the world as a result of promotion by the railroads, and the Canadian government).

5. It has been generally felt that Parks Canada's information and communications program requires up-grading especially in terms of identifying its role, responsibilities and scope. Specifically, at the onset of this project, it was felt that existing information did not give a broad enough overview of the organization's diverse responsibilities and has tended to become too focussed on camping or natural resource interpretation.

Concurrently, the need was identified to more clearly define the image and messages being promoted by other agencies such as Tourism Canada to ensure that it would be congruent with Parks Canada's own image. Importantly, it was agreed that the quality of graphics would require review especially in consideration of new programs being initiated by provincial agencies. In this light, the Parks West Print System was intended to upgrade the organization's print image to reflect one of the finest park systems in the world, with multiple use of each of the print system component - assisting in the achievement of that objective. In addition, it was felt that each component would have a further potential use on its own, as post cards, posters or as illustrations for more specific site print, distributed at the park.

6. Furthermore, the print-system was not intended to replace main park brochures or interpretive materials but was meant to provide general information a visitor may require in order to decide on destinations allowing park brochure to be more site intensive (as a second level response to enquiries). In this context the print system was intended to achieve significant cost savings, time savings on the part of personnel, and increased response time to the potential visitor.

7. Lastly, and in keeping with Parks Canada's objective of interjurisdictional cooperation, the print system was intended to be organized in such a manner that the organization could respond to requests in cooperation with the provinces, as well as undertaking cost sharing arrangements with them to include their park information, to the economic advantage of all parties and the ultimate service to the tourist. The ultimate objective in this regard is to coalesce promotional material and to print this in common.

TERMS OF REFERENCE

2.0 SYSTEM FEATURES AND DISTRIBUTION

Samples of the system now in use are attached for reference and its main components are briefly described below:

1. One book, containing a four-page section on each park and each historic park/site in western Canada and the north.

2. The same material as above, broken down and bound into provinces, e.g. "Parks in Manitoba".

3. Individual folders into which materials can be inserted and containing one four-page section, to respond to site specific enquiries.

4. Four-page section which folds for mailing without an envelope.

To date over 2 million copies of the above (combined) have been printed and portions of this have been distributed to the parks and sites in the western provinces and the territories as well as to the Parks Canada regional offices in Winnipeg and Calgary. In addition, Tourism Canada has purchased quantities of the material for foreign distribution (abroad and in the U.S.).

3.0 EVALUATION OBJECTIVES

Within the context of this background and utilizing the above outlined objectives as a basis, it is proposed that a Consultant be engaged to investigate, analyze and report on the effectiveness of the Parks West Print System pilot project and offer recommendation as to possible improvements, changes or additions, in addition to recommendations on its future disposition.

4.0 ORGANIZATION OF THE EVALUATION PROJECT

A study Steering Committee has been established to provide direction to the Consultant. The Steering Committee has responsibility for monitoring the work of the Consultant and approving the Consultant's reports and billings. This Steering Committee will be chaired by the Chief of Socio-Economic Research, Parks Canada, Winnipeg.

5.0 PROJECT REQUIREMENTS

Without limiting the generality of the foregoing, the Consultant is required to evaluate the effectiveness of the Parks West Print system on a quantitative and qualitative basis within the context of its original objectives. At a minimum these requirements shall include:

1. A detailed chronological description and history of the project since its inception in 1981 to date including major decision and action points, perspectives of key proponents, funding, design process, printing, control and distribution mechanisms. Within this context, the Consultant is solely responsible to identify, collect and review all reports and correspondence relevant to the evaluation project and further, shall conduct necessary discussions with appropriate key personnel.

2. An evaluation of the project's effectiveness in terms of:

   - providing information to private and governmental agencies and package tour operators for the out-of-country market;

   - attracting visitors originating from foreign countries and Canada to parks and sites in western and northern Canada;

   - distributing visitor use more evenly in parks and sites in western and northern Canada;

- cooperating with other levels of government.

3. An assessment of the potential savings in response time to enquiries, personnel time and distribution and printing costs in relation to systems previously in place.

4. An analysis to determine the nature, appeal, and any potential areas of concern in the material itself from the perspective of the user. This analysis would also serve to confirm that the major positioning themes for each of the materials was indeed communicated as intended and shall further include, but not be limited to the following criteria:

   - likes/dislikes
   - impact (stopping power)
   - attractiveness
   - relevance (to vacations)
   - comprehension
   - clarity
   - illustrative effectiveness
   - major position statements

5. An assessment of the impact of the material on the tourism industry including how well the material fits with other industry programs in terms of presentation and intent; its level of use; and, its means of delivery and distribution.

6. An assessment of the effectiveness of the distribution mechanisms put into place particularly at the field level, in terms of such factors as consistency of field practices with the region's plans and intent; and, consistency of these field practices from site-to-site.

7. Through selective sampling of key field personnel, an assessment of their understanding of the purpose of the program; their reaction to the original goals of the program; their reaction to the content of the material itself and its fit with other material and information programs; and, their general feelings regarding the future disposition of the program.

8. A series of recommendations outlining improvements with respect to any and all aspects of the program and including the future disposition of the program and its possible expansion on a national basis.

6.0 PROPOSAL REQUIREMENTS

In submitting for this evaluation project, the Consultant must detail the following minimum requirements in his/her proposal:

1. A concise outline of the work to be carried out including the methodologies and approaches suggested to be carried out.

2. A detailed workplan to include the identification of all component tasks indicating activities to be undertaken and outputs; "milestones", i.e. points in the program for interim review and approval of work completed to that time; and all meetings with the Steering Committee that the Consultant feels are required.

3. With respect to points (1) and (2) above, it should be noted that if survey work is required with outside organizations and/or the general public, that detailed plans, review and external approvals may be required prior to implementation.

4. Related project experience of the company.

5. Professional staff to be involved with the evaluation study and their related experience, assigned role on the study, anticipated hours of work on the study, and fee schedule on a per diem basis.

6. A fixed upset cost for all professional fees, sub-totalled for each of the study stages.

7. A fixed upset total cost (fees and expenses), sub-totalled for each of the study stages.

8. It should be noted that consideration will not be given to providing the Consultant with an advance at the outset of the project.

9. A total of five (5) copies of the written proposal are to be submitted to the Contracts Administrator, Parks Canada, Winnipeg.

7.0 OTHER REQUIREMENTS

1. Upon commencement of the study the Consultant shall direct all communication to:

Mr. Onno Kremers
Chief Socio-Economic Research
Parks Canada
Prairie Region
4th Floor, 391 York Avenue
Winnipeg, Manitoba
R3C 4B7
(204) 949-6220

2. Ten (10) bound copies of the final report shall be prepared in English. In addition, one master copy suitable for further reproduction shall be provided. This report shall at minimum include an executive summary, a table of contents, conclusions and recommendations, text and illustrations to document the findings, analysis and nature of the evaluation project. The report shall also contain a series of technical appendices to provide further elaboration of the main text.

3. Five (5) copies of the draft final report shall be submitted one month prior to contract termination.

4. The Consultant will be required to present his final conclusions to the Steering Committee and representatives of senior management of the Prairie Region in Winnipeg.

5. Brief progress reports outlining the nature of the work conducted to date shall be submitted on a monthly basis.

APPENDIX B

PEOPLE INTERVIEWED

Parks Canada, National

Marie Lavoie, Head, Parks Marketing, National Parks
Ron Malis, Chief Restoration Services
Gary Sealey, Chief, Interpretation and Visitors Services
Jim Shearon, Director, Information Services
Steve Sheridan, Head of Planning, Historic Sites
Patrick Thomson, Director, National Parks

Parks Canada, Prairie Region

Doug Harper, Regional Director
Joe McCrea, Regional Information Advisor
Glen Tinley, Independent Consultant to Parks Canada

Parks Canada, Western Region

Ken Preston, Regional Information Advisor

Parks Canada, Field Staff

Rita Antoniac, Naturalist, Wood Buffalo
Clement Bedard, Superintendent, Auyuittuq
Linda Birlmeier, Klondike
Bob Braid, Chief, Interpretation and Visitors Services, Mountain Revelstoke/Glacier
Ann Corner, Chief, Interpretation and Visitors Services, Lower Fort Garry/Riel House
Al Fisk, Superintendent, Yoho
Dan Gaudet, Interpretation Officer, Rocky Mountain House
Bob Haines, Manager, Interpretation and Visitors Services, Jasper
Howie Hamilton, Chief, Visitors Services, Pacific Rim
Shelly Heon for Glen Ebert, Fort Battleford/Batoche
Brian Jackson, Interpretation Officer, Fort Langley/St. Roche

Steve Langdon, Acting Superintendent, North National Historic Sites, Churchill
Evelyn Letawsky, Assistant to Manager of Visitors Services, Elk Island
Bernie Lieff, Waterton Lakes
Cindy Mitchell, Acting Visitors Services Officer, Riding Mountain
Dale Mumford, Interpretation Officer, Fort Dodd Hill
Dave Pick, Superintendent, Kootenay
Gary Pollock, Manager, Interpretation and Visitors Services, Prince Albert
David Porter, Historic Resources Officer, S.S. Klondike/Chilkoot Trail
Lea Anne Roberts, Interpretive Program Specialist, Fort Walsh/Grasslands/Motherwell
Tom Ross, Assistant Superintendent, Banff
Bill Silver, Superintendent, Fort St. James/Kitwanga
Debbie Watsky, Office Clerk, Nahanni
Charlie Zinkan, Superintendent, Kluane

Tourism Canada

Tamara Galko, Supervisor, Advertising/Direct Marketing (Canada)
Monique Laurin-Dumas, Market Development (Canada)
Jacques Rostenne, Marketing Manager
Gray Gillespie, Manager, Tourism Marketing, Manitoba Region
Rod Fraser, Regina
Tom Hill, Export Market Development Officer, Edmonton
Bob Shaw, Vancouver

Travel Industry

Joyce Brookbank, Director, Tourist Association of Vancouver Island
Don Dixon, Manager, Greater Victoria Visitor Bureau
Don Foxguard, Manager, BC Rocky Mountain Tourist Association

Jane Macridis, Manager, Jasper Chamber of Commerce
Jill Nish, Manager, Travel Industry Association of Alberta
George Reimer, General Manager and Manager Tourist Services, Prince Albert Chamber of Commerce
Rita Roeland, Executive Vice President, Tourism Industry Association of Manitoba

Provincial Government

Jim Aho, Assistant Manager, Creative Services, Tourism Saskatchewan
Dave Austin, Chief, Visitor Services, Yukon Tourism
Brendan Carruthers, Advertising Manager, Province of Manitoba
Wayne Carter, Tourism BC
Mick Collins, Tourism BC
Jim Crone, Public Relations, Manitoba Parks
Gayle Dennison, Manager, Victoria Tourism Information Centre
Margaret Imerie, Travel Counsellor, Travel Arctic, NWT
Rob Kinzel, Manager, Marketing Operations, Saskatchewan
Gerry Krish, Senior Marketing Consultant, Travel Alberta
Roland Lavallee, Manager, Travel Information Services, Travel Manitoba
Barbara Spencer, Manager, Travel Information Centres, Travel Alberta
Keith Thompson, Manager, Tourist Information Services, NWT

APPENDIX C

STUDY METHODS

This section contains information on the methodology used for the various surveys in this evaluation study.

Survey of Individual Recipients of Parks West Materials

The purpose of this survey was to find out whether the publications provided useful information, whether the information was presented in an attractive, understandable way, and whether the publications influenced decisions to visit a park. The survey population consisted of the 300 individuals throughout Canada and the USA who requested information and received the Parks West Print materials from the Parks Canada, Prairie Regional Office, Winnipeg. These individuals received materials during 1983 and 1984.

The questionnaire accompanied by an introductory letter was mailed out with an enclosed self-addressed, stamped, return envelope.

Of the 300 questionnaires, 110 were returned and used in the analysis; one was returned incomplete because the respondent could not read english; three were returned by people who did not receive the materials; fourteen completed questionnaires arrived too late to be included in the analysis; and 17 were returned with insufficient address. This accounts for 145 questionnaires or 48% of the total. The 110 questionnaires used in the analysis are 37% of the total mailed out.

The questionnaire and the letter are attached in this appendix with the frequencies obtained hand written on the questionnaire.

Survey of Tourism Outlets

The attached questionnaire was mailed to the 31 Tourism Canada outlets in the United States and abroad. As of December 21, 1984, ten responses had been received. Of these, seven had either not received the materials or had received them during the past week.

Survey of Representatives from Western and Prairie Region Parks/Sites

All superintendents in the Western and Prairie regions were mailed the attached questionnaire and accompanying letter by the Director of their region. Approximately two weeks later, DPA Consultants called these field staff and carried out extensive telephone interviews of up to two hours duration. Representatives from every park and site in these two regions were interviewed.

Interviews with Provincial and Territorial Government Representatives and Tourism Canada Offices in the Four Western Provinces

These interviews were carried out by telephone and in person using the attached interview guide. The questions shown were used only as a guide and additional questions were asked as appropriate.

The DPA Group Inc.
Suite 130, The Station
601 West Cordova St.
Vancouver, B.C.
Canada V6B 1G1
(604) 681-7577

November 19, 1984

DPA
Management Consulting

Dear Sir/Madam:

Two years ago Parks Canada developed new publications to promote use of the national and historic parks and sites. You received some of these materials in response to an inquiry you made to the Parks Canada office in Winnipeg. Your opinion of these publications would be very useful for the future planning of our national parks system.

The publications consist of a large glossy book titled PARKS, smaller books describing all the national parks/sites in each province and fold out sheets on individual parks. In order to refresh your memory we have enclosed a copy of the Manitoba provincial book.

Could you please help us by taking a few minutes to answer questions on this material and then return your questionnaire in the enclosed stamped, self-addressed envelope. Do not put your name on the questionnaire; your comments will be confidential

Thank you very much for your help.

Sincerely,

Christine Lattey

Christine Lattey
Research Director

SURVEY RESULTS

(Data in percentage of total respondents.) Quest.#_____

PARKS CANADA

SURVEY OF PROMOTIONAL MATERIALS

The purpose of this questionnaire is to find out the effect of new promotional publications on visits to National and Historic Parks/Sites in western and northern Canada. Your answers will be totally confidential.

1. Which publications did you receive from Parks Canada? (check the ones you got)

		Yes	No	
PARKS Book (large, glossy)		33%	67%	0100
Province Books:	British Columbia	37	63	0110
	Alberta	43	57	0120
	Saskatchewan	44	56	0130
	Manitoba	66	34	0140
	Yukon/NWT	34	66	0150
Park sheets (e.g., Nahanni, Kluane, Grasslands)		37	63	0160
Don't remember		3		0170

2. When did you receive these materials (check date)

1983	45%	0200
1984	71	
Don't remember	1	

3. What kind of information were you looking for? (check one or more)

Where to go in the province	44%	0300
New parks and historical sites to visit	45	0310
What to do in the parks	38	0320
How to get to the parks	28	0330
General information on national parks	73	0340
Help in planning a trip	62	0350
Other (specify): 24		0340

TE/CT-REG. B6098-15

4. Did you get the information you wanted from Parks Canada? (check one)

Yes 68% 0400

No 4

Partly 29 What additional information did you want? (Number of Respondents)

Maps (5), Large book (5), Camping (4), Canoeing (2), Hiking Trails (1), Event Schedules (1), Who To Contact (1) 0410

5. Did you write again for more information? 0420

Yes 30%

No 70

6. Have you ever visited a Canadian national park or historic site? (check one) 0430

Yes 90%

No 10 → Skip question 7, to question 8.

7. During the past two years (1983, 1984) how many times have you visited the following national parks and historic sites?

	Number of Visits					
	0	at least 1	1	2-5	6-20	
British Columbia:						
St Roch	96%	1%	2%	1%		0440
Pacific Rim	91	3	4	2		0441
Fort Rodd Hill	96	1	2			0442
Fort Langley	96	3	1			0443
Fort St. James	98	1	1			0444
Mount Revelstoke	89	5	6			0445
Glacier	78	9	12	1	1	0446
Yoho	82	9	8	1		0447
Kootenay	86	7	5	2		0448
Alberta:						
Waterton Lakes	94	2	4	1		0449
Banff	58	13	16	9	4	0450
Rocky Mountain House	89	5	5			0451
Jasper	66	14	15	4	1	0452
Elk Island	96	3	2			0453
Saskatchewan:						
Fort Walsh	96	2	1	2		0454
Grasslands	96	2	1	1		0455
Fort Battleford	93	4	2		1	0456
Prince Albert	91	3	4	2		0457
Batoche	95	2	4			0458
Motherwell Homestead	97	1	2			0459

Manitoba:						
Riding Mountain	72%	10%	9%	8%	1%	0460
Lower Fort Garry	77	7	9	7		0461
Riel House	91	4	5			0462
York Factory	97		3			0463
Churchill	99			1		0464
Yukon/Northwest Territories:						
Kluane	96	2	3			0465
SS Klondike (Whitehorse)	95	4	2			0466
Dawson City	96	4	1			0467
Nahanni	99	1				0468
Wood Buffalo	96	3				0469
Auyuittuq	100					0470
Chilkott Trail	96	2	2			0471

8. Did the publications you received from Parks Canada influence you to visit a Canadian national park or historic site? **(check one)** 0500

Yes 55%

No 39

Don't remember 6

9. Did the publication introduce you to parks and historic sites that you didn't know much about? **(check one)**

Yes 86% 0600

No 8

Uncertain 5

10. Did the publication help you learn more about the national park system in Canada? **(check one)**

Learned a lot 46% 0700

Learned a bit 50

Didn't learn anything 5

11. Was the information in the publication clear and understandable? (check one)

Yes	94%	0800
No	0	
Partly	5	
Don't remember	1	

Were the maps useful? (check one)

Yes	71%	0810
No	5	
Partly	23	
Don't remember	1	

Were the pictures attractive? (check one)

Yes	92%	0820
No	2	
Partly	4	
Don't remember	2	

12. Do you still have the publications we sent you?

Yes	77%	0900
No	15	
Unsure	7	

13. Any further comments on the publication? 0910

Very positive remarks (n = 40)
More specific information, more maps, more canoe routes (n = 5)
Comments on french/english (n = 2)

14. How old are you? (check one)

Under 21 years	16%	1000
21-40 years	59	
41-60 years	20	
over 60 years	4	

THANK YOU

The DPA Group Inc.
Suite 130, The Station
601 West Cordova St.
Vancouver, B.C.
Canada V6B 1G1
(604) 681-7577

Date:

DPA
Management Consulting

Address

Dear (Tourism Canada name):

The DPA Group, an independent consulting company, has been retained by Parks Canada to evaluate the Parks West Print System. During the past two years Parks Canada and Tourism Canada have distributed these materials throughout Canada and abroad.

The publications consists of a large glossy book titled PARKS, smaller books describing all the national parks/sites in the four Western provinces and the North, fold out sheets on individual parks, information sheets on topics such as bears and hypothermia, and folders which can be used to distribute information.

As part of this evaluation, we are contacting the 33 locations where Tourism Canada has supplied these materials. This was a major publication effort for Parks Canada and so your comments and opinions will be most useful in determining the future direction of this and other similar projects.

Could you please take some time to answer questions on these materials and then return the questionnaire to us.

Thank you very much for your assistance.

Sincerely,

Christine Lattey
Evaluation Study Director

EVALUATION OF PARKS WEST PRINT SYSTEM

TOURISM CANADA DISTRIBUTION

Name: _____

Address: _____

_____

DISTRIBUTION

1. Would you please fill out the table (on the following page) about the number of copies you received, the number distributed, the type of recipient, and the number of copies on hand. We realize you may not have all this information, but please provide whatever you have.

2. Were you given any guidelines on the use and distribution of these publications?

3. What do you see as the best use for each of the Parks West publications?

   Guide Book _____

   _____

   Provincial Books _____

   _____

   Park/Site Sheets _____

   _____

   Information Sheets (specify which one) _____

   _____

   Folders _____

   _____

4. How many information requests from potential tourists to Canada do you receive in a year? _____

   How many of these concern the National Park System? _____

PUBLICATION	NUMBER OF COPIES RECEIVED	Walk/In Written Inquiries	NUMBER OF COPIES DISTRIBUTED				NUMBER OF COPIES ON HAND
			Souvenirs	Government	Tourist Organizations/ Industry	Other (Specify)	
Parks Guide							
Province Books							
British Columbia							
Alberta							
Saskatchewan							
Manitoba							
Yukon/NWT							
Park Sheets (list names)							
Information Sheets							
Map of Canada							
World Heritage							
Visitor Guide							
Bear Country							
Hypothermia							
Metric							
UNESCO							
Folders (list)							

5. What kind of information on national parks do potential tourists request? (I.e., location, access, facilities, activities, etc.)

RESPONSE TIME/COST

6. Do these publications save your staff time in responding to requests for information?

   If so, how much time?

7. What information (or brochure) did you distribute on Canada's national/ historic parks and sites before the Parks West publications?

OPINION OF PUBLICATIONS

8. What is your opinion of the publications (e.g., format, maps, pictures, text)?

9. How does the quality of these publications compare to:
   - other Parks Canada information?

   - tourism information from provincial governments, tourist organizations, and Tourism Canada directed at the pre-arrival market?

10. The Parks West materials were designed to meet specific objectives. Do you think they help meet the following objectives?

Improve public awareness of western and northern national and historic parks/sites

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Increase visitations to parks other than Banff and Jasper

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Attract foreign visitors to national parks

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Present parks/sites as tourist attractions

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Upgrade the quality of Parks Canada promotional materials

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

11. How have the materials been received? Have you heard any comments about them?

12. Any other comments on the publications?

Dear :

The DPA Group, an independent consulting company, has been retained by Parks Canada Prairie regional office to evaluate the Parks West Print System. The evaluation includes a history of this project, a review of the costs, interviews with Parks Canada staff who were involved in the project, interviews with provincial government tourism offices, Tourism Canada, and industry representatives, and a survey of individuals who have received the publications.

As part of this evaluation DPA would like to interview, by telephone, the 31 superintendents in the Western and Prairie regions who have been responsible for distributing the publications. I have enclosed a copy of the questions that DPA will be asking you so that you can collect some of the information before they call. Either Christine Lattey or Brian McGowan will be calling you during the week of November 12 or November 18. If you wish to delegate this interview to someone on your staff please notify your secretary so she can redirect the call.

Comments on these publications will be kept confidential and the findings from these interviews will be presented in summary form so that individuals making specific comments cannot be identified.

As you know, this was a major publication effort for Parks Canada and so your comments and opinions will be most useful in determining the future direction of this and other similar projects.

Please give the consultants your full cooperation. Thank you very much for your assistance.

Sincerely,

S. Kun
Director
Western Region

EVALUATION OF PARKS WEST PRINT SYSTEM

SURVEY OF SUPERINTENDENTS

Park/Site _____

Name _____ Phone No. _____

Call Date _____

DISTRIBUTION

1. What is the procedure for distributing the PARKS WEST publications at your park/site?

2. Would you please fill out the table (on the following page) about the number of copies you received, the number distributed, the type of recipient, and the number of copies on hand. We realize you may not have all this information, but please provide whatever you have.

3. Do you have the names and addresses of people to whom the Parks West materials have been sent?

   If not, do you know which geographic locations the materials have been sent to?

4. What instructions were you given on the use and distribution of these materials?

5. How many written and telephone inquiries requesting information do you receive annually? Do you have any records on where these people live?

6. What type of information is usually requested?

PUBLICATION	NUMBER OF COPIES RECEIVED	NUMBER OF COPIES DISTRIBUTED						NUMBER OF COPIES ON HAND
		Written Inquiries	Park Visitors	Provincial Tourism Dept.	Sales	Tourist Organizations	Other (Specify)	
Parks Guide								
Province Books British Columbia Alberta Saskatchewan Manitoba Yukon/NWT								
Park Sheets (list names)								
Information Sheets Map of Canada World Heritage Visitor Guide Bear Country Hypothermia Metric UNESCO								
Folders (list type)								

7. What information do you usually send out in response to written or telephone inquiries?

8. What information did you send out before the Parks West publications were available? (List the names of brochures, etc.)

9. Have you exchanged the Parks West materials with other agencies, organizations, or government departments so you can respond jointly to requests for information?

   If so, what are the names and quantities of publications you received from other agencies during the past year?

10. What do you see as the best use for each of the Parks West publications?

    Guide Book _____

    _____

    Provincial Books _____

    _____

    Park/Site Sheets _____

    _____

    Information Sheets (specify which ones) _____

    _____

    Folders _____

    _____

RESPONSE TIME/COST

11. Do these publications save your staff time in responding to requests for information?

    If so, how much time?

12. How does the retail price of the Guide compare to the price of other publications sold at the park?

OPINION OF PUBLICATIONS

13. What is your opinion of the publications (e.g., format, maps, pictures, text)?

14. How does the quality of these publications compare to:

. other Parks Canada information?

. tourism information from provincial governments, tourist organizations, and Tourism Canada?

15. The publications were designed to meet specific objectives. We'd like to know whether you think they help meet these.

Improve public awareness of your park/site

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Increase visitations to lesser used parks

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Encourage Canadians to holiday at home

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Present parks/sites as tourist attractions

Definitely	____	Comment:
Possibly	____	
Doubtful	____	
Definitely not	____	

Attract foreign visitors to your park

Definitely	____	Comments:
Possibly	____	
Doubtful	____	
Definitely not	____	

Facilitate exchange of materials with your provincial tourism department

Definitely	____	Comments:
Possibly	____	
Doubtful	____	
Definitely not	____	

Upgrade the quality of Parks Canada promotional materials

Definitely	____	Comments:
Possibly	____	
Doubtful	____	
Definitely not	____	

16. Do the publications convey a realistic image of your park/site?

17. What comments from the public and your staff have you received about the materials?

18. What additional publications do you need for your park/site information program?

19. With the existing facilities and services, how many visitors can your park/site handle annually?

20. Any other comments on the Parks West publications?

THANK YOU FOR YOUR ASSISTANCE

EVALUATION OF PARKS WEST PRINT SYSTEM

PROVINCIAL TOURISM DEPARTMENTS/TOURISM CANADA

Ministry _____

Name _____ Phone No. _____

Date _____

DISTRIBUTION

1. Are you familiar with the Parks West publications?

2. Has the province (this Tourism Canada office) distributed it or used it? (If yes, fill out distribution sheet.) What has been the procedure for distributing the publications?

3. Did Parks Canada give you any guidelines on the use and distribution of these materials? (If yes, what?)

4. What do you see as the best use for each of the Parks West publications?

   Guide Book _____

   _____

   Provincial Books _____

   _____

   Park/Site Sheets _____

   _____

   Information Sheets (specify which ones) _____

   _____

   Folders _____

   _____

PUBLICATION	NUMBER OF COPIES RECEIVED	NUMBER OF COPIES DISTRIBUTED						NUMBER OF COPIES ON HAND
		Written Inquiries	Tourist Info Centres	Sales	Tourist Organizations	Other (Specify)	Other	
Parks Guide								
Province Books								
British Columbia								
Alberta								
Saskatchewan								
Manitoba								
Yukon/NWT								
Park Sheets (list names)								
Information Sheets								
Map of Canada								
World Heritage								
Visitor Guide								
Bear Country								
Hypothermia								
Metric								
UNESCO								
Folders								

5. What type of information is requested during pre-trip planning? Are the requests general or specific in nature? Do they typically specify their destination as a province, an area, a town or an attraction?

6. What information is usually sent out in response to written or telephone inquiries?

7. What are the costs for developing and printing your pre-arrival materials? Can I get a copy of these publications?

   The Guide is being sold at a retail price of $7.95. Do you think this is a reasonable price and do you think it will sell?

8. What information was sent out on national/historic parks and sites before the Parks West publications?

RESPONSE TIME/COST

9. Do the Parks West materials save your staff time in responding to requests for information?

   If so, how much time?

OPINION OF PUBLICATIONS

11. What is your opinion of the publications (e.g., format, maps, pictures, text)?

12. How does the quality of these publications compare to:
    . other Parks Canada information?

    . tourism information from provincial governments, tourist organizations, and Tourism Canada directed at the pre-arrival market?

13. The Parks West materials were designed to meet specific objectives. I'd like to know whether you think they help meet the following objectives.

    Improve public awareness of national and historic parks/sites

    Increase visitations to lesser used parks

    Encourage Canadians to holiday at home

    Attract foreign visitors to national parks

    Present parks/sites as tourist attractions

    Facilitate exchange of materials with provincial tourism departments

    Upgrade the quality of Parks Canada promotional materials

14. What comments have you received about the materials?

15. In your experience, which types of promotional effort have been effective in encouraging more people to visit the province (Canada)?

16. What plans do you have for promoting the province (Canada) in the future?

17. Any other comments on the publications?

Environment CANADA Environnement
2037009K EXC COPY 3

EVALUATION OF PARKS WEST PRINT SYST
EM. A PILOT PROJECT FINAL REPORT
OOPAC